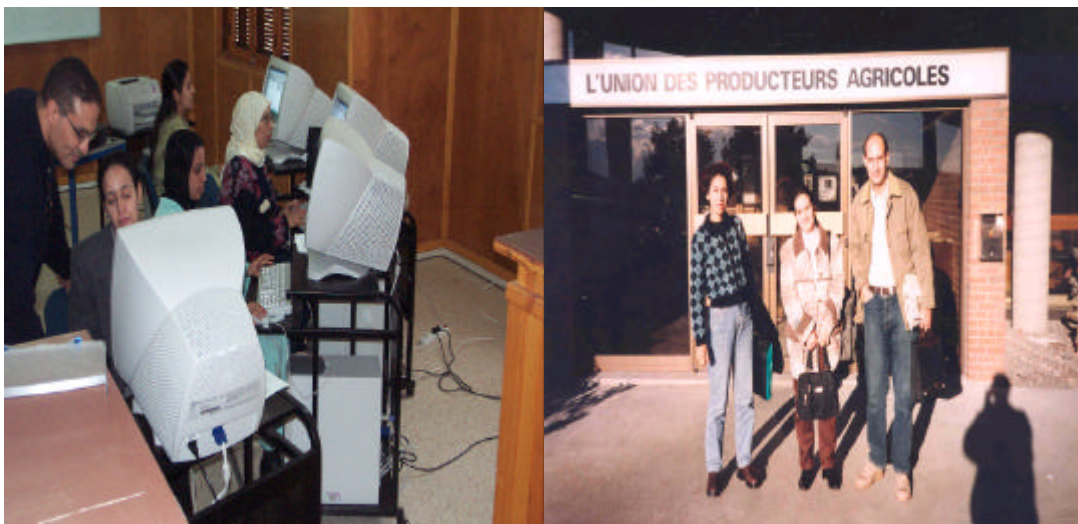


AGADIR ACTIVITY MANAGEMENT SERVICES PROJECT FINAL REPORT 2001-2002



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TABLE OF CONTENTS

ACRONYMS

SECTION I INTRODUCTION AND BACKGROUND

USAID Strategic Objective 5 and Project Goal	2
Chemonics Contract.....	2
Performance Indicator Monitoring.....	3

SECTION II THE COMMERCIAL COURT OF AGADIR

Activities and results.....	4
Impact.....	11
Lessons Learned.....	15

SECTION III APEFEL

Activities and results.....	18
Impact.....	27
Lessons Learned	28

SECTION IV GRIT

Activities and results.....	30
Impact.....	38
Lessons Learned.....	39

SECTION V WORKING WITH MOROCCAN SUPPLIERS..... 42

SECTION VI CONCLUSION

Results of the project.....	44
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ANNEX A List of suppliers, consultants and contracts awarded

ANNEX B Disbursement by associations (indicative)

ANNEX C CD-ROM:

- . Consultant and sub-contractor reports
- . Chemonics deliverables
- . Statistical Applications GRIT and the Regional Delegation of Tourism

Acronyms

APEFEL	Associations des producteurs-exportateurs de fruits et légumes
CIDA	Canadian International Development Agency
CRM	Customer Relationship Management
CSP	Country strategic Plan
ENCG	École nationale de commerce et de gestion
EUREP-GAP	European Good Agriculture Practices
FIPROMER	Fédération industrielle des produits de la mer
GRIT	Groupement Régional d'Intérêt Touristique
HRD	Human resources Development
IMADE	Institut de Management et de Droit des Entreprises
MTDS	Morocco Trade and Development Services
NED	New Enterprises Development
OFPPT	Office de la formation et de la promotion du travail
ONMT	Office national Marocain du tourisme
OST	Observation Study Tour
SME	Small and Medium Enterprises
TOs	Tour Operators

Section I: Introduction and background

USAID Strategic Objective 5 and Project Goal

In 1999, USAID/Morocco developed a new Country Strategic Plan (CSP) for the period FY 2000-2005. In support of this new plan, the Economic Growth Division established Strategic Objective (SO 5) with the aim of increasing opportunities for domestic and foreign investment. The technical assistance provided by Chemonics for the implementation of Agadir Activity Management Services supported SO 5, through the implementation of Intermediate Result 5.2 (IR5.2) “Strengthened capacity of selected institutions to foster private enterprise”.

Our interventions aimed at leveraging changes in the administrative environment of a public institution, and at the strengthening of the capacity of selected organizations that serve private enterprises.

Chemonics Contract

Specifically, the objective of the Task Order under the GBTI IQC PCE-1-809-98-00015-00 Requirements Contract PCE 1-00-98-00015-00 was to strengthen the institutional effectiveness of three key industry associations: Associations des producteurs-exportateurs de fruits et légumes (APEFEL), the Fédération industrielle des produits de la mer (FIPROMER) and of the Groupement régional d'intérêt touristique (GRIT) of the Souss-Massa-Draa Region, as well as to develop Total Quality Management at the Commercial Court of Agadir. The three key associations were to be used as intermediaries to deliver business support services to small and medium enterprises in the region.

The agreement between USAID and FIPROMER was subsequently cancelled in October 2001 by USAID. The association was involved in a very demanding program¹ implemented by the Canadian International Development Agency (CIDA) for to certification to North American phytosanitary norms of 17 fish plants in Souss-Massa-Drâa. Activities implemented with FIPROMER between project start-up and October 2001 included the provision of equipment and the mission of an international expert.

Performance Indicator Monitoring

As per our task order, Chemonics was required to produce “Activity impact assessment data”, in conformance with USAID’s Project Monitoring and Impact Assessment Plan Methodology”. Mr. Omar Anbarre of Cabinet Augeco of Agadir had been given the mandate by USAID to collect baseline information on performance indicators for the Agadir Activity Management Services. In March 2001, AUGECO reported to USAID on

¹ Programme de gestion de la qualité – PGQ

performance indicators. It provided baseline data and targets for key performance indicators for the year 2001. Responsibility to produce impact assessment data was then transferred to Chemonics International in June 2001.

To ensure continuity in the methodology and work with our local partners, Chemonics contracted AUGECO's director as a consultant and gave him the mandate to collect the required data in January 2002 and at the end of our contract, in September 2002.

Because of the date Chemonics' contract ends, the data collected for the two associations are only partial. GRIT only produces a report on the financial value of its member's in-kind contribution at the end of the year. In the case of APEFEL, members usually pay their contribution in October, in order to be able to attend the association's General Assembly held in November. In spite of the fact this report does not provide a final and clear evaluation of APEFEL and GRIT performance, data collected combined with our consultant's observations do, however, allow us to identify very positive trends. We can ascertain that significant and lasting results have been reached in the case of activities implemented in APEFEL and at the Court. There have been some major successes with these organizations that are measurable, lasting, and directly attributable to USAID's support.

In the case of GRIT, overall results and performance are for the moment tied-up in the future of the international tourism industry in general. Yet efforts made by individual countries and specific destinations to regain their lost share and break into new markets will, in the coming months, make the difference between those destinations that have the vitality required to accelerate recovery and those who will not. Thanks to USAID support GRIT is in a strong position to contribute to Agadir's recovery and new positioning.

Results obtained in the case of all activities implemented are listed in Section II, III and IV of this report.

Section II: Commercial Court of Agadir

Activities and Results

..... ACTIVITIES.....
Computer Training
Training in HRD and Managing Change
Training in Commercial Laws
English training
Training on procedures for the clerks
Judges OST to North America
Cabling of the Court
Computer Equipment Acquisition
Archives Equipment and Management System

Activities implemented in the course of this contract had been decided by the Ministry of Justice. Upon meeting with USAID we were presented with an Action Plan prepared by the Ministry that outlined training activities planned for the Commercial Court of Agadir.

Computer Training

Computer training was provided by the Office de la formation professionnelle et de la promotion du travail (OFPPT) of Agadir. The Ministry of Justice had signed an agreement with OFPPT for the training of court employees throughout Morocco. It requested that Chemonics use the same institution for the training offered in the course of the pilot project in Agadir. We contacted OFPPT and were satisfied with its facilities and resources. The 84 hours training were divided between Introduction to Windows 2000 (12 hours), Word for beginners and advanced (36 hours), Excel for beginners and advanced (24 hours), Internet Explorer (6 hours) and Outlook Express (6 hours).

We set up a training room equipped with 9 computers and a Datashow in the court so that one group could be trained on-site while the second group was trained at OFPPT. A total of 4 groups were formed—1 group comprised of the judges and 3 groups of clerks. Because the training took place 4 evenings a week, employees and judges appreciated having one week out of two without training.² Training took place between 5:00 PM and 8:00 PM. A light snack was provided to trainees at 5:00 PM and employees were taken home at 8:00. There was no computer training during Ramadan.

Results of the computer training are as follows:

1. All employees have acquired the computer skills required to efficiently work in a computer environment
2. All employees received the training required to learn how to use Automated Case Management software

² Groups 1 & 2 were trained the first and the third week of the month while Groups 3 & 4 were in training the second and fourth week of each month.

Training in HRD and Managing Change

Training in Human Resources Development (HRD) and Managing Institutional Change was provided by the École Nationale de Commerce et Gestion (ENCG) of Agadir. ENCG had been recruited by the British Council of Rabat to provide training to the judges of the Commercial Court of Appeal of Marrakech, and both USAID and the Ministry of Justice recommended that Chemonics capitalize on the experience of the institution. While we were not convinced that ENCG was the most suited sub-contractor for training in commercial laws, we agreed that they could provide an excellent training in HRD and Managing Change.

A total of 48 hours of training were provided to the judges. Seminars took place 3 evenings a week for a period of 4 weeks.

As a result of the training in HRD, the judges acquired:

1. The skills required for better human resources management
2. Greater understanding of the process of change in public institutions and how to manage it.

Training in Commercial Laws

The training to be provided to the judges was outlined in the training plan proposed by the Ministry of Justice. We discussed it with the judges, who insisted that they did not want an academic approach and felt they should be trained by knowledgeable practitioners and not by pure academicians. They also advise us to be careful in the recruitment of trainers, since they wanted to avoid the appearance of possible conflicts of interest that might occur should trainers appear before the judges in a professional capacity after the training. Agadir, they insisted, was a small city.

We issued a call of proposals to three potential suppliers: Institut de Management et de Droit des Entreprises (IMADE) of Casablanca, ARTEMIS of Casablanca and Cabinet Maria Bahnini of Rabat.

The proposal submitted by Cabinet de Conseil juridique Maître Maria Bahnini was the most developed and responsive submission. We appreciated the participatory approach it suggested, in which the judges could be both participants in and developers of the training. The objective was to develop their interest and build skills that had the greatest lasting impact. The strategy the firm suggested included using active working experts as trainers instead of academics, and the use of different approaches (seminars, case studies, group assignments etc.) were particularly in tune with the needs of client. The technical proposal from Cabinet Conseil juridique Maître Maria showed the best technical understanding of the clients and their institutional environment.

Maitre Bahnini herself made the assessment of the specific needs of the judges, on the basis of the type of cases they adjudicated, and the problems they most frequently encountered in their work.³ The contract was awarded in December 2001 and training was to be completed by July 2002. Because the judges were only available on Thursday and Friday evenings, 192 hours of training instead of 240 could be offered as follows: Methodology (30 hours); Banking Law (50 hours), Financing of Enterprises (30 hours); Accounting (10 hours); Companies Law (30 hours); International Contracts (20 hours); Transport Law (12 hours); and Evaluation (10 hours). Methodology had not been identified by the Ministry of Justice as one of the areas of training, but Maitre Bahnini insisted on it, explaining that she had knowledge of Moroccan judges who would pronounce judgments without being familiar with the terms of the contracts between the opposing parties.

The first difficulty we encountered was competing activities offered by the Ministry of Justice. On several occasions, the judges were called to Rabat to attend seminars and training workshops on Thursdays and Fridays. Maitre Bahnini and her team were available on weekends and suggested as an alternative that one weekend a month, an intensive seminar be organized. The judges claimed that several of them had families that did not live in Agadir, so they traveled on weekends and rejected the proposed alternative scenario.

The number of training hours was revised in April following the approval in principle that Chemonics' contract would be extended until September, which would allow for 4 extra weeks of training. In the end, a total of 160 hours of training was offered as follows: Methodology (20); Banking Law (56 hours), Financing of Enterprises (32 hours); Accounting (8 hours); Companies Law (34 hours). At the request of the judges, the module on International Contracts (20 hours) was replaced by financial difficulties commonly encountered by commercial enterprises (20 hours). Transport Law (12 hours) was cancelled, and 10 hours were devoted to the evaluation.

Results of the computer training are as follows:

1. Well-trained judges in the six (6) areas most problematic to them.
2. Acquisition of good working methodologies.
3. Acquisition of basic skills required for self-training.

English training

English Training had already been provided by AUGECO and USAID prior to our activity. Mr. Anbarre of AUGECO had suggested offering the judges and association members training in English as a way to make use of the delay in project start-up. The strategy was agreed upon and the courses organized with the assistance of Dominique Zemrag of USAID.

³ Formation professionnelle des magistrats du Tribunal de Commerce d'Agadir/Maroc. Chemonics International, 2002.

The judges were very interested in pursuing their language training. A contract was signed between the American Language Center of Agadir and Chemonics. A professor from the American Language Center came to the court at the end of the day, twice a week. The judges were very motivated to learn English and graduated from beginner level to intermediate coursework. Commenting on the group, the Director of the American Language Center once mentioned to us that of all her groups, the judges were the most dedicated and disciplined.

As soon as the Court was cabled and access to Internet provided, the judges used their command of English to visit law-related Websites and sites where they could find information on the various trade conventions.

Results of the computer training are as follows:

1. Knowledge of English required to do Internet research was acquired.

Training on procedures for clerks

Clerks in the commercial courts throughout Morocco typically have little or no judicial background. They often have backgrounds in economics, history, literature or other disciplines, but not in law or judicial affairs, and the Ministry of Justice has not yet set up any training for them. The clerks therefore learn on the job with their colleagues and often “blindly” duplicate from existing files, without understanding the principles behind the procedures they apply. The president emphasized the importance of training the clerks so that they have working knowledge of the basic procedures they use in their daily work.

The judges met to identify training content. They settled on (1) civil procedures, including the structural organization of the office of the court, organization of the judiciary, court procedures, means of appeal and their repercussions on proceedings, judicial notices and the various legal judgments; (2) the commercial code; (3) corporate law, including types of corporate enterprises and associated laws; (4) difficulties for ventures such as preventive procedures, conciliation procedures, liquidation proceedings, powers and competencies of lawyers, powers and competencies of unions (5) competencies of the state auditor and (6) the institution of the President of the Court.

The Ministry of Justice recommended Mr. Kawcak, chief clerk at the Commercial Court of Appeals in Casablanca as the best available trainer. Experienced and very knowledgeable, Mr. Kawcab was a renowned advocate for the training of the clerks. Training was offered the last weekend of June and the second week of July, in the evenings and on Saturday morning.

In collaboration with Mr. Kawcab, we wrote a full report on the training provided and made recommendations for future training to be provided to clerks. The report was submitted to Mr. Zouag, Director of Human Resources, Ministry of Justice, as instructed by the Secretary General of the Ministry of Justice, Mr. Ghazali.

Results of the clerks training:

1. Clerks at the Commercial Court of Agadir are more informed on procedures.
2. Pilot training for clerks was tested with recommendations for future training.

Judges Observation Study Tour to North America

The American portion of the Observational Study Tour (OST) was conducted from April 13 to 18, 2002, in Washington DC and in the state of Delaware, and the Canadian portion was conducted from April 19 to 25 in Montreal and Sherbrooke. The eight participants were Lahcen Belkenfar, Lhoucine Khalifa and Mohamed Amerguy of the Commercial Court of Agadir, Mohamed Ait Belhoucine and Essaid Saadaoui of the Commercial Court of Marrakech, Fatima Seffar of the Commercial Court of Appeal of Marrakech and Najia Rahali of the Ministry of Justice.

The OST focussed on court efficiency and management, automated court management systems, training of judges, and registration of private enterprises. We wished to expose the judges to the structure, jurisdiction, and functions of American and Canadian courts, how cases are assigned to judges, and the general support available in the courts. We also wished to review the methods of research and tools for keeping up-to-date with international commercial conventions. Lastly, we expected the judges would be able to recommend procedures for improving case management and judicial training programs in Morocco, would be better equipped to improve the access to the court system and, in general, would enhance the efficiency, effectiveness and transparency in the judicial process.

A total of fourteen American and Canadian judiciary institutions and thirty-two professionals (judges, experts, lawyers, trainers, IT judiciary specialists etc) contributed to the two-week tour. Two consultants, David Vaughn of Chemonics and Louis Marquis, Dean of the Faculty of Law of the University of Sherbrooke, were engaged to plan, organize and accompany the program.

Results of the OST to North America include:

1. Knowledge of ways to access commercial law information.
2. The 8 participants acquired information on international commercial conventions.
3. Knowledge of methods for improving court administration and case management.
4. Comparative knowledge of professional development and training techniques for judges and court staff from two different countries and legal systems.
5. Understanding of two different systems for the registration of private enterprises.

Cabling of the Court

We based our terms of reference for the cabling on the technical specifications identified by the Ministry of Justice for the cabling of all the courts in Morocco. The contract for the cabling of the court was performed by Moroccan Trade and Development Services (MTDS) of Rabat. Cabling of the four floors took 6 weeks. Work was done in the evening and on weekends to avoid disturbing court employees with noise and dust. The work of MTDS was satisfactory and the judges appreciated how, during the day, no one could tell that there was major construction work being performed.

Results of the cabling of the Court:

1. Court's premises entirely cabled and ready for the installation of computer network equipment.

Computer Equipment Acquisition

Equipment for the court was acquired partially in the United States and partially in Morocco. We requested the authorization to acquire nine (9) computers/UPS/printers/tables and chairs to equip a training room in order to begin computer training. The remaining equipment was acquired in the US by Chemonics Procurement Department in the Home Office and shipped from the United States.

Results of the computer acquisition:

1. Court is equipped with modern and powerful computer equipment.
2. Court is ready to move to an automated case management system.

Archives Equipment and Management System

There are two main types of archives to be found in the commercial courts of Morocco: The judiciary's archives and those of the Registry of Commerce. Archives from the Registry of Commerce are considered "living archives" since documents cannot be stored away and need to be frequently accessed. The Agadir court's archives are judiciary, comprised of previously adjudicated cases that the court is required by law to keep a specific number of years. The documents were dispersed on several floors and kept in the only available space, unused bathrooms. Because archives are particularly vulnerable to humidity and water, there could not have been any poorer space to store archived files. It was clearly a priority to move the archives files to an acceptable storage area. Then, if feasible, we hoped to develop a computer-assisted management system for the court.



The standard structure used to archive documents is very heavy. Because the only available room where it could be installed was located on the second floor, we requested the expertise of the supplier and an independent architect to assess whether or not the floor could sustain the weight of the equipment and of the documents. It proved impossible to obtain such an assessment. The owner of the building was reluctant to provide the information requested. If the building had been built to the standards applied in Agadir since the earthquake, it could very easily sustain the weight of the equipment. But it is known to inspectors and professionals that revised standards are applied inconsistently.

The owner's unwillingness to provide the needed information on the construction, made us even more cautious. Given the difficulty encountered, the President of the court suggested that the Registry of Commerce be moved from the ground floor to the second floor, and the archives be installed on the ground floor. Both the equipment supplier and the experts were confident that the ground floor, regardless of whether or not the norms had been applied, could sustain the weight of the archives structure.

The equipment was therefore acquired and the room installed with a proper fire detection system, dehumidifiers and a dust cleaner. A total of 4000 plastic boxes were also acquired to store individual cases instead of the old card boxes in use. The Ministry of Justice confirmed that it will be acquiring the equipment required to make the plastic boxes for its various archives centers, and will no longer purchase card board boxes.

The contract for the computer-assisted management system was granted to SYGEDOC and consisted of three (3) tasks and associated deliverables:

- Diagnosis of the current situation and a needs assessment;
- Development of a index of archives and a manual of relevant procedures;
- Implementation of ARCHIDOC, software produced by SYGEDOC to manage archived documents.

SYGEDOC was unable to complete its work before the end of our contract. It had performed the most labor intensive task (task # 1) of identifying all documents, grouping them by category and preparing an inventory of existing archives. This took two consultants six weeks to complete. SYGEDOC submitted a report on task # 1, as required by its contract. It also gave the Ministry of Justice and head computer technician in Agadir, Mr. Moumin, a demonstration of the software that was subsequently delivered to the Court (task # 3). By contract, we are required to pay for the work done on each of the deliverables. We discussed it with Mr. Abdelmoumi director of the Rabat-Salé archive deposit who recommended that we acquired the software even if task # 2 was not completed. However, this would not allow the future installation of the program in other courts. We discussed the matter with Mr. Fahsi, Director of Information Technologies at the Ministry of Justice, who informed us that the Ministry will develop its own archiving software in the future and will build on the experience of Agadir and use the ARCHIDOC software developed by SYGEDOC.

Without the index of archives (task # 2) a well-adapted archive computer assisted management system cannot be installed in Agadir. The task would require about 3 additional weeks of work. The Ministry can either have the work done internally (Mr. Abdelmoumnin and his assistant both have the training required to do the work), or they can contract it out to SYGEDOC.

Results of the activities linked to archives:

1. Professional storage equipment has been acquired.
2. Proper storage room set up and archives stored in optimal conditions (free of dust and humidity), away from unwanted hazard such as water.
3. Inventory of all archived documents and needs assessment of the court of Agadir completed.
4. The software required for the computer assisted management system was acquired.

All activities planned for by the Ministry of Justice, excluding training in communication, were implemented. The judges did not feel that it was a priority and felt it should be offered last, once all other training was completed. Time did not allow for it. At the request of the Court's President and of the Ministry of Justice, we added 23 hours of training for the clerks that had not been originally planned for.

IMPACTS

The impact of our activities at the Commercial court of Agadir are tangible and significant. In reviewing retrievable hard data and our own observations, it is clear that significant and lasting impacts have been reached in the course of the project. We summarize below the impacts of our activities on court efficiency.



Judiciary system and performance

The most noticeable impact has been on the judge's knowledge of commercial matters. Judges are better trained and more knowledgeable than they were at the beginning of the project. Their expertise has been increased by the training provided by Cabinet Maria Bahnini and by the Observational Study Tour to the United States and Canada, both of which provided training in specific information-gathering techniques and broadened their perspective on judges' responsibilities, training and court efficiency. Also, since early 2002 the judges have spent a fair amount of time on the Internet, updating their knowledge of international trade conventions and visiting law-related websites. They requested additional hours in most training modules offered by the Cabinet Conseil Maria Bahnini, which indicates how limited their knowledge commercial matters was to start yet also how motivated they are to upgrade their skills. Our consultant on performance indicators, Mr. Anbarre, who is also one of the financial experts the court calls upon for specialized financial analysis, considers that the judges are sufficiently knowledgeable to avoid making uninformed decisions and, more importantly, to continue training themselves through a variety of resources, such as the Internet. *The direct impact of the efforts to improve the judges' understanding of court operations can be seen in the reduction in the number of days of deliberation from 150 to 90 days, a 40% improvement.*

A second direct impact is on the number of days it takes to complete an action after the initial request. It has also been greatly reduced through the use of computers to manage court documents and files. The total process was divided into seven steps. The average number of days devoted to each one of those steps was then counted. *Baseline data for year 2000 was 257 days to complete a court action, and in 2002 the number of days has been reduced to 144 days, a 44% improvement.*

The delivery of judgment is now made the same day it is requested. The Court does not mail the judgment. It is the winner of the case that requests and to obtain it, pays the judiciary tax. Because the file and judgment are available in electronic format, they are issued immediately when requested.

Regarding the expedition of the judgment to the losing party, it is the winner of the case that requests that the judgment be communicated to the loser. It is usually done when he pays the judiciary tax to obtain a copy of the judgment, which is needed to either obtain the execution of the judgment or to appeal it. *It used to take 20 days for the Court to type the file up and expedite the judgment, but it is now printed the same day as requested and the total expedition process has been thus reduced to 10 days.*

Lastly, the President used to devote a significant amount of time to drafting summons. Each summons needed to be drafted by hand and took an average of 30 minutes. *Today the summons are printed off the networked system and ready for the President to revise and sign them off, which is done in 3 to 5 minutes, depending on the number of documents in the file.*

Registry of Commerce

Because the Registry of Commerce accounts for 80% of all Court's activity, it is where efficiency and change can be the most easily seen. Clients visit the Registry of Commerce to obtain various certificates and documents requested by financial institutions. Examples of greater efficiency include:

Certificates "modèle J" and "modèle L", are the two certificates most frequently requested from the Registry of Commerce. *Before the automation of court activities, the production of the two certificates could take up to 50 minutes; whereas today it takes 5 minutes to issue them.*

Clients of the Registry of Commerce often request proof of "non-registration", for instance to the National Social Security Office (CNSS). The research was both very difficult to conduct and time consuming, and often the request remained unfulfilled. *Now requests for such proof can be satisfied through a key words search that requires very little time and the level of confidence of the result is 100%.*

By having a better control over the files, mistakes such as double registration are also avoided. The result is a much greater efficiency and significant time saved by commercial enterprises.

The upgrading of skills of its staff also enables the court to better cooperate with the business community in general. When the Centre Régional d'Investissement (CRI) opened in Agadir, the head of staff for the Registry of Commerce spent two (2) weeks at the CRI training CRI staff on the necessary steps in creating a commercial enterprise.



Already familiar with the possibilities offered by a computerized environment, he could easily relate to the CRI objectives and therefore effectively contributed to training CRI employees.

Overall management of the court has also greatly improved. As we already noted in a previous report ⁴, an excellent example is the reception area. A wall was taken down and a proper reception area built. Users can in one place obtain all the information they need (consult their files, check hearing dates etc.). The search for information can be done through various key words (name, file number, lawyer's name etc). In addition, a computer has recently been installed in the courtroom where a clerk, during proceedings, enters all new information added to the case by the parties, keeping information on the system current.

In the past, users had to go to various floors and departments to collect all the information they needed. In a computerized network environment, the information is now shared within the court and can be readily accessed through any workstation. The immediate results are a greater efficiency and a client-oriented service. Congestion in corridors is avoided and users save both time and energy.

But more importantly, Chemonics did not suggest the building of a reception area. The Court's staff came to this conclusion when it saw the possibilities that working in a networked environment provides. This example demonstrates that clerks and judges at the Commercial Court are integrating their new knowledge and working tools and are taking the initiative to modify their working environment so it can be more efficient.

The judges took a 40-hour course in Human Resource Management that contributed to better HRD management by demonstrating the importance of all employees in the work they perform. They insisted that the clerks be trained on procedures although the Ministry

⁴ Reports on Performance Indicators February 2002. Chemonics International, 2002.

of Justice had not originally planned for the training. They then asked us to acquire for each service copies of the code of procedures (a clerk's main resource for performing their duties). We also noted that key staff at the court generates statistics on court operations. The information is posted and discussed with the staff in various services. Measuring performance in this way is likely to result in greater effectiveness and efficiency. Although difficult to measure, these are concrete examples of better management.

In a recent visit to the court, we noted that signs in Arabic and French had been posted indicating on which floor the Registry of Commerce and the courtroom were located, and that green plants had been added on each floor. These very small improvements are indicators of the court's employees sense of initiative and of the satisfaction they feel in the actions they are taking.

The level of institutional capacity at the Agadir Commercial Court, the USAID indicator for Intermediate Result 5.2, "strengthened capacity of selected institutions to foster enterprise growth", has substantially increased as indicated by the numerous examples of greater efficiency and productivity previously mentioned. We are confident that these lasting impacts and trends will have the desired impact on private enterprise development.

LESSONS LEARNED

Our efficient and productive working relationship with the Commercial Court is a result of the respectful institutional culture of the court and maintaining a delicate equilibrium that must be found in the relationships with both the Ministry of Justice and the Court itself.

Accounting for institutional culture was very important. For example, it meant that we could not organize joint meetings to be attended by both judges and other court employees. Even in training, we had to provide for different settings and both groups could not be put together in the same room. Respecting these subtleties was well appreciated by everyone and eased communication with all.

The Commercial Court of Agadir relies on the Ministry of Justice in Rabat where most financial and administrative decisions are made. This meant we always had to perform our work with the Agadir Court (our pilot project), keeping in mind that activities implemented should provide for useful learning at the national level. Delays sometimes occurred because of the distance between Rabat and Agadir, and also because employees at central level were always extremely busy. In spite of a difficult project start-up, that can be attributed to an extended debate between the Ministry of Justice and USAID on the merits of using the software adapted by USAID for the Court of North Cairo (which resulted in a delay of several months), employees at the Ministry of Justice were well intentioned and motivated by the pilot experience conducted in Agadir and, when called upon, provided whatever inputs were requested of them.

Lessons learned on the implementation of the various activities are as follows:

The implementation of the project called for a substantial number of hours of training. We were told employees could not be available during working hours nor were they willing to be available at night and on weekends. Case by case agreements had to be negotiated and were not always satisfactory. We should have negotiated a global solution with the Ministry of Commerce and the Court. The Ministry could have agreed that, for instance, the employees could use time devoted to intensive seminars held on weekend as floating holidays.

Computer training: The compromise we found was as follows: groups alternated every second week. The president agreed that the groups trained left work 90 minutes earlier than usual, and employees agreed to stay an additional 90 minutes. It provided for 3-hour training session per day, four evenings per week. In four months all employees had received 84 hours of training. The compromise was satisfactory to everyone.

Time providing, it could be interesting in another project to offer all the beginner level modules, then allow training time for people to gain experience working with computers and follow with the more advanced level courses.

Training on procedures for the clerks: This training could be best offered through intensive seminars. Three weekends would provide enough time for all the topics to be covered. Codes of procedure should be acquired for all the participants before training begins, not after.

Training of judges in commercial law: The judges had severe time constraints, and as a result were unable to receive 30 hours of training by highly qualified professionals. Because they were unable to be available 2 weekends over a period of 6 months, we were only able to offer them 162 hours of professional training instead of the 192 hours planned. Nonetheless, they appreciated every hour of training provided, and recognized their limited knowledge of commercial laws. Cabinet Conseil Maitre Maria Bahnini recruited the best national trainers available for each of the modules. The trainers were from outside Agadir and could not be available on evenings, four evenings a week, as the judges requested. Such a schedule would have been prohibitively expensive to implement. It is perhaps here that the intervention of the Ministry of Justice could have been the most useful, even if it only meant that no conflict in training between sessions offered in Agadir and seminars organized by the Ministry in Rabat occurred.

Computer equipment acquisition: Computer equipment acquired in the US is the contractor's responsibility until contract ends and must therefore be readily accessible to the contractor for the duration of the activity. Major shipments such as the one made to the court of Agadir take easily two weeks to unpack, install and check. In our case the equipment was received by a team of computer specialists from the Ministry of Justice. They installed the equipment required to configure the network and had to return to Rabat. The rest of the work was left to the court computer technician. Chemonics was put in an awkward position because we required special authorization from the Ministry

in Rabat to confirm that the equipment was delivered in its entirety and received in proper working condition.

Section III: Association des producteurs exportateurs de produits agricoles (APEFEL)

Activities and Results

..... ACTIVITIES.....
Focus Group and International Expert
Membership Database
Training on how to organize successful training programs
Fee-based services and training to members
Employee training in Quebec
Website
National Symposium
Training and Equipment

Focus Group and International Expert

To assist us in the planning of our activities with APEFEL, we recruited sectoral expert Daniel Malenfant, Director of *Gestion Qualité Fruits et Légumes*, a division of the Union des Producteurs Agricoles (UPA) of Quebec.

An APEFEL Focus Group was organized on May 8th, 2001, in which 55 members and employees participated. Its objectives were to identify the strengths and weaknesses of the industry, and to identify concrete actions to be undertaken by APEFEL and Chemonics. The activities identified would have to provide for the best use of USAID funds in the strengthening of the association and the support APEFEL provides to its members. We recruited an expert in organizational and business development, Mr. Abdennasser Daif, and an expert in adult learning and training of trainers, Mr. Idrissi El Mokdad, to facilitate the Focus Group,⁵ which coincided with Daniel Malenfant's mission to Agadir.

Mr. Malenfant spent the week prior to the Focus Group working in APEFEL. He already had established a preliminary diagnosis of the association before May 8th, which was later confirmed by the Focus Group activity. To his diagnosis, Mr. Malenfant added recommendations on how APEFEL could best be strengthened to support fruit and vegetable production and exports through updated practices and new technologies for improved communication, provision of market information and training.

Mr. Malenfant was impressed by the qualifications of APEFEL employees and by how motivated they were by their work and the association's mission. He however noted that APEFEL employees were over-worked and often answered demands and agreed to requests made by individual producers that were not necessarily in the interest of all members. Neither staff nor members of the association had a clear enough view of how associations evolve, or how to shape APEFEL priorities that are an inefficient use of their

⁵ Atelier de programmation des activités prioritaires APEFEL/USAID : Restitution des travaux de l'atelier.
For Chemonics International, May 2001.

limited human resources. He stressed that consensus on priorities be made and the APEFEL structure be re-organized to match priorities and available resources.

Mr Malenfant advised that APEFEL seriously consider charging a fee for some of the specialized services and training requested by its members. It seemed urgent for the association to differentiate between services directed to all members and for which a fee could not be levied, and services and training that were of interest to a limited number of producers-exporters and for which a fee should be levied. Pricing select services avoids the abuse frequently seen in similar associations that find important members requesting services tailored to their unique needs. It also ensured that services offered are needed since members are willing to pay for them.

Regarding strategic information and database development, Mr. Malenfant felt that APEFEL already delivered valuable technical and commercial information to its members.

APEFEL was very efficient when it came to managing crises, such as the virus that affected tomatoes in 2000. The association also managed a monitoring network of local prices and compiled valuable information on foreign prices and exports. However, it did not make an effort to influence market prices. Mr. Malenfant thought that APEFEL employees would greatly benefit from training and exposure to the work of committees on pricing mechanisms (reacting promptly to control supply and by having producers agreeing on prices).

The information resource that appeared the least developed was details of the association's membership. APEFEL had only a very vague idea of who produced what, in which quantities, when and where, and who exported and the exact percentage of members' production was exported. Daniel Malenfant felt it was urgent for APEFEL to precisely assess the economic and political weight of its members, both nationally and by crops produced, in order for the association to be able to justify its priorities and lobby effectively.

The diagnosis made by Daniel Malenfant ⁶ was confirmed by the Focus Group. Even APEFEL's most active members had difficulties differentiating between what was within the range of services and tasks an association could offer, and services that should be directed to specialized institutions or the Ministry of Agriculture. The line between individual interests and general member interest was unclear even to employees. Priorities could not be agreed upon and overall lack of knowledge about association life and management impeded members' and employees' capacity to set priorities for the association. He further considered the problem to be one of the important issues to tackle and suggested it be addressed by exposing APEFEL employees to the operation of well-structured and organized agricultural associations.

⁶ Mandat de consultation auprès de l'APEFEL. Daniel Malenfant for Chemonics International, June 2001.

Results of the Focus Group and International Expert involvement included:

1. Clear recommendations on how USAID/Chemonics assistance could best contribute to the strengthening of APEFEL.
2. Assessment of APEFEL's strengths and weaknesses.
3. Appraisal of the main problems confronting the industry.
4. Rallying of APEFEL administrators and members around the APEFEL/USAID partnership.

Membership databases

Mr. Malenfant suggested a series of criteria that could be used to draft a questionnaire to be filled out by all members. All data collected would constitute a database of APEFEL members that the association could update on an annual basis. He stressed that data to be collected allow APEFEL to obtain reliable information on:

- The exact size of its membership, by categories of members
- Growth of members' production over time, by types of culture, region, export, etc.
- Percentage of national production, by crop, cultivated areas, quantities produced, markets (national and international), months of production, number of employees, etc.
- Affiliation with Marketing Groups and Group of exporters
- Type of social benefits members have (e.g. insurance)
- Services of interest to them, (e.g.. subscriptions to Flash Export and other information bulletins produced by APEFEL)
- Their access code to the APEFEL website

APEFEL employees could not devote a large amount of time to surveying the association's members. They also felt that it required a background in agriculture to be able to assess, when needed, the cultivated areas, maturation cycle of plants and other technical information. Only two employees had such a background and they could not be freed from their current work for an extensive length of time.

We recruited a consortium of three local sub-contractors to conduct the survey. The consortium provided expertise in agriculture-related database development and agricultural production and training. It interviewed 23 graduates from the local *Institut Agronomique* and selected the top six candidates and paired them into teams of two. They received a two-day training on the questionnaire, the database's purpose, and communication. Lastly, they were provided with vehicles. It was agreed that the targeted objective was 200 members, and that APEFEL employees would subsequently complete the database. APEFEL initiated the contact with its members and informed them of the project. They provided an incomplete and partial list of members by administrative regions. The survey was completed by February 2002. The database was developed using

MS Access + VBA and installed on APEFEL's computers. Lastly, employees were trained on how to manage the database and up-grade it.⁷

Once the survey was completed, we organized a debriefing between the surveyors, the sub-contractor and APEFEL. It appeared to us that there was a wealth of knowledge that APEFEL could gain from the experience of the surveyors, valuable information related first to the size of APEFEL memberships. Surveyors had difficulties identifying 200 members. According to them, APEFEL membership was smaller than the association claimed.

Second, some of the producers that were visited did not know that they were members of APEFEL. The various marketing and exporter groups, on the basis of producer's annual account and volume of export, manage remittance of members' dues to the association. It became obvious that the deposit in APEFEL account was not accompanied by a list of paying members and that producers themselves were not aware of their contributions. There was a critical information gap and a lost opportunity for APEFEL. It was agreed that the association would have an information package ready to send to all members at the end of the year as well as a letter of invitation to the General Assembly of Members. Third, APEFEL members were not small producers as believed by most employees. They are mostly medium size production units.



Results from the Membership Survey:

1. A comprehensive database containing most of APEFEL members.
2. Reliable information on members' assets and production.
3. Identification of major communication gap between the association and its members.
4. Accurate estimate of the real size of the association's membership.

⁷ See Annex B for Database.

Training on how to develop successful training programs

Employees and members of APEFEL expressed much resistance when we discussed the idea of paying for services and training. They advised us to ignore the set of performance indicators developed by the Price Waterhouse Coopers team. We were told that this suggestion was unacceptable to all members and this attitude would take longer to change than the life of Chemonics' contract.

Realizing that the provision of fee-based services and training to members might be perceived as being too complicated to implement, we asked one of Morocco's most respected adult training consultants, Idrissi El Mokdad, to give a session to APEFEL employees on how to plan, organize, and market their training and fee-based services. It was well received and certainly improved the staff's understanding of the amount of work required to offer such services. It also demystified the perceived complexity of the matter.

Results of the seminar on the development of successful training programs:

1. APEFEL employees trained and knowledgeable about planning, organizing and marketing training programs.
2. APEFEL employees knowledgeable about determination of fees to apply for services.
3. Persuaded APEFEL staff of the viability of the providing fee-based services.

Paying services and training to members

When we introduced the concept of paying services and training, it was strongly rejected by APEFEL. Prior to the beginning of the project, only one paying service, a publication, had been offered by APEFEL. The notion of paying was a new idea that APEFEL's National Bureau (16 members) greeted with a healthy laugh. Employees explained that paying was very foreign to association members, and how they believed more than 18 months (the length of our contract) would be needed to instill a major change in their members' attitudes. We suggested to APEFEL that paying training be offered on a trial basis and that the project would fund 35% of the cost. Three workshops were offered and a registration fee was charged to attend the Symposium⁸.

The workshops were well attended and APEFEL employees felt more comfortable with the issue of paying services since they could explain that it was required by Chemonics. In the mean time, members who attended the workshops were very pleased. They were impressed by the quality of the trainers and agreed that they were "getting their money's worth". This confirmed to APEFEL employees the value and advantages of such practices. When the Symposium on the trade of fruits and vegetables was organized, APEFEL imposed a differential registration fee to members and non-members and contacted suppliers of agro-inputs to ask them to sponsor participants. It worked fairly

⁸ A first workshop on fertigation was held on February 27-28 and a second workshop on the same theme was organized on May 13-14. The seminar on WTO and EU agricultural trade was held on June 27-28.

well and led to the idea that workshops and seminars as well could be sponsored by large companies selling agricultural equipment and agro-inputs.



The USAID-funded training (under this task order) provided to three employees of APEFEL in Quebec (see next section) also contributed to the change in the way paying services and training were perceived. All the associations and federations that welcomed APEFEL employees offer paying services and training, in addition to generic services provided to all members. Trainer-employees explained how in doing so, producers associations helped their members remain current with technologies, market changes and how associations could provide adequate lobbying of decision makers. Mr. Rahmani and Ms. Ibnatoubet and Ms. Boughours were convinced and subsequently had a very positive impact on their colleagues and APEFEL members. They contributed to the change in mentality of APEFEL Director and members. The viability of offering fee-based services and training is no longer questioned within APEFEL.

The results from this pilot experience in organizing paying training are as follows:

1. Two highly specialized technical workshops that solved a technical problem experienced by more than 30 members of APEFEL.
2. One workshop on trade of fruits and vegetables.
3. Change of practice within APEFEL regarding fees for services and training offered.
4. Employees have experience with developing training programs for members, planning, organizing and marketing the trainings offered.

Employees training in Quebec

Mr. Malenfant had already noticed that APEFEL employees were competent and provided valuable services to their members. The skills gap he noted had to do with overall office efficiency and could be attributed to a lack of perspectives on associations'

development and services to members provided by agricultural associations. He suggested that APEFEL Director and employees take part in a mission to Quebec where they could be exposed to the work of strong agricultural associations and exchange with professionals in their sector. Unfortunately, the APEFEL Director could not take part in the mission. He had resigned following a brief internal crisis that affected APEFEL in the summer of 2001, and was absent when the training was organized. We reached him at his home and insisted that he take part in the training *regardless* but he refused to do so. He claimed that until the crisis was resolved, he could not consider himself an employee of APEFEL, and was not entitled to any benefit from the position he used to occupy.

A training program was organized and three APEFEL staff, Ms. Ibnatoubet, Ms. Boughours and Mr. Rahmani were trained in Montreal, Canada from October 7 to 16, 2001. Four days of the total 6-day training were tailored to each employee's needs. Each of them was teamed with a professional in an association that performed exactly the same tasks he/she does within APEFEL. Ms. Ibnatoubet worked on price mechanisms, marketing, and management by system (filières). Mr. Rahmani looked at decision aid tools and at the coordination of regional teams and delivery of specialized services to producers and to the industry, and Ms. Boughours focused on communication with members, membership management and the financing of associations. Two days were devoted to topics of interest to all employees such as the role and management of associations, evolution of producers associations, marketing and services to members. One day was devoted to the visit of large distribution centers.

The training was a success. The fact that APEFEL employees each choose to write a long report on what they had learned to share their experience with association's members is an indicator of how they value the training provided to them.

The results of the training APEFEL employees received in Canada are as follows:

1. Three employees trained in each of the following sectors: communication, marketing and price mechanisms, and management of services to members.
2. Employees have a better perspective on how agricultural associations evolve and the difficulties that challenge them.
3. Creation of a network of contacts with professionals in their sectors they can call upon when needed

Website

To assist APEFEL in the development of its website, Daniel Malenfant identified close to 50 websites linked to agriculture in general and specifically to the production and export of fruits and vegetables⁹. Those sites were visited by APEFEL employees, which helped them decide on parameters for the association's website.

The development of a website was interesting but not crucial for the association and we agreed that the share of the budget devoted to the activity should be kept within

⁹ Mandat de consultation auprès de l'APEFEL. Daniel Malenfant for Chemonics International, June 2001

reasonable limits. The APEFEL website is comprised of two sections: one for the public in general (Internet) and one private section (Intranet) where members can access documents earmarked for internal use. It was translated in French, Arabic and English. Half way through its development, APEFEL requested that two databases be added to the site that would have otherwise been entirely static. We agreed to their request and added two databases, one on pesticides and one on statistics. Employees currently devote a set number of hours every week to data entry and by the end of the year, the database will likely feature valuable and complete information on the two subject matters.

As Mr. Malenfant mentioned to us, some of the services provided by APEFEL such as comparative charts of the cost of the main agro-inputs and pesticides use, are in other countries provided by the government. While those services do not ideally constitute the type of services associations offer, in offering them, APEFEL fills a gap in services provided to producers, and in doing so, answers the needs of its members.

The APEFEL website can be visited at <http://www.apefel.com>. It is a simple and colorful website that is entirely managed by APEFEL staff. With time, it will become an international window on the Souss-Massa-Drâa fruits and vegetables industry and a valuable source of information on local production.¹⁰ A contract for the hosting of the website by LNET for one year (renewable), a one-year warranty on the work done, and six-month assistance in site maintenance provided to APEFEL employees was signed between APEFEL and LNET. This ongoing commitment to maintenance was a condition for APEFEL for Chemonics' funding of the database and website development.

The results of this activity are as follows:

1. A multilingual Website that features APEFEL and its members.
2. A valuable source of information on pesticides, statistics on production, exports and prices.

National Symposium on Exports of Fruits and Vegetables

The Trade Symposium organized by APEFEL on April 26-27 was held at Hotel Anezi in Agadir under the banner "Commerce des Fruits et Légumes Marocains à l'Aube de 2010". The Minister of Agriculture and the Secretary General of the Ministry of Industry and Commerce opened the event. USAID Director Jim Bednar represented the Agency.

Five hundred participants attended and stayed both days. One guest speaker, Mr. Tessier from Quebec (who trained one of the APEFEL employees in October 2001) spoke on the North American market for fruits and vegetables and how it is structured. The Symposium was the opportunity for APEFEL to take the pulse of Morocco's producers-exporters at large (it was attended by members and non-members).

¹⁰ APEFEL members are in majority located in Souss-Massa-Drâa, even if some members can be found in other regions as well.



APEFEL also gained a better understanding of the current situation of fruits and vegetables exports in the different markets worldwide and developed a national consensus of the problems and challenges Moroccan producers will be confronting in the near future.

The results of the Symposium were as follows:

1. Members of APEFEL gained a better understanding of international commerce of fruits and vegetables, worldwide.
2. Moroccan producers and exporters gained a clear knowledge of changes forthcoming in their sector and of what they must do to adjust the way they produce and export.
3. APEFEL gained much visibility and promoted itself nationally.

Training and equipment

At the beginning of the project, the association possessed only one computer. Employees had to line up to use it. The project provided APEFEL with the number of computers required for each employee to have his/her own. The provision of proper equipment led to the immediate production of better documents. Chemonics was very impressed by the Annual Report to Members that APEFEL produced for its General Assembly held in November 2001. This also led to work re-organization work within APEFEL. A wall was removed and proper workstations built for each employee, with a central pool for common equipment (copier and printers). Along with proper computer equipment, employees were trained to efficiently use Microsoft Office to be able to execute all tasks that are computer related, in the most efficient way. They also were trained in database management and in using advanced Excel functions for statistics and graphs.

The results of training activities and equipment acquisition:

1. APEFEL has the equipment required for higher efficiency and better communication.
2. Employees have the skills required to use the equipment acquired.

All activities mentioned in the MOU between USAID and APEFEL were implemented with the exception of the OST of producers to North America. We held preliminary discussions about OST with APEFEL Bureau and the reaction was mitigated. Some producers rightly pointed to the fact that most techniques used in North America were not used here and that problems they confronted were different. One way that an OST could have contributed to APEFEL strengthening would have been by having National Bureau Members do a mission related to the role of producers associations in the development of the industry, a mission very easy to organize with the assistance of Daniel Malenfant. By the time we suggested it, half of the National Bureau had resigned, the association was paralyzed by a major political crisis and the organization of a General Assembly was the only priority. The organization of a Focus Group day was added by Chemonics.

Impacts

The impact of our activities with APEFEL relate to the association's capacity to foster private enterprises, which has been strengthened through USAID contribution. Change is taking place in APEFEL and below are listed some of the impacts of USAID activities on APEFEL's efficiency.

APEFEL is engaged in the process of offering state-of-the-art information and training services to its members. To do so, it had to undergo two major changes. First it had to revise its perception of the role of the association with respect to members' demands and future needs. Second it had to acquire the skills and tools required to provide the needed support.

In terms of attitude and perception, APEFEL now understands that it needs to diversify and increase its revenue base to provide valuable services to its producers. Strong associations offer paying services and in doing so, help their members remain current with technologies, market changes and provide adequate lobbying of decision makers. As we explained in our report on performance indicators, income generated through paying services to members was nil at the beginning of the project. Since February 2002, it generated 526, 200 dhs. USAID did fund 35% of the cost of the training. *APEFEL's fee-based revenues in 2002, less USAID's contribution, was 342,030 DH.*

This is substantially higher than expected and indicates that the process is now fully engaged. APEFEL will continue building on its successes, even more so that it now understands that its future is linked to its capacity to provide state-of-the-art services, and that in order to obtain them, members are willing to pay.

In his mission report Daniel Malenfant mentioned that the association's employees were competent and well trained. He had however noted that neither staff nor members of the association had a clear enough view of how associations evolved, and of APEFEL priorities to avoid inefficient use of the association's human resources. Through the training offered in Quebec and exchanges with Mr. Malenfant, APEFEL employees now have a better understanding of how to match priorities and available resources. Ideas and

suggestions made by members are discussed in terms of priorities and revenue they can generate for the association. We were very pleased to see that employees planned for the “Made-to-Order Services” section of the website through their own initiative.

The fact that APEFEL employees now have the tools and skills to use them also impacts the provision of services to members. Documents they prepared for their General Assembly and for the Symposium they organized in April were highly professional, largely illustrated with statistics and graphs.

The contribution of APEFEL members to national export is also on the increase. APEFEL represents producers-exporters that are large employers and make substantial contributions to export earning incomes. In 2002 the region exported a total of 162,893 tons while in 2001 it exported 146,124 tons. The share of the region’s exports in relation to overall country exports also increased. In 2001 it accounted for 38.9% (total Moroccan exports for 2001 were 375,800 tons) and in 2002, it accounts for 43% (total Moroccan exports for 2002 were 376,493 tons), an increase of 4%.

Following the Symposium organized and the presentation made by EUREP-GAP (European Good Agriculture Practices), three (3) large Centres de conditionnement (packaging) engaged in the process of certification as per European standards and norms. In collaboration with EUREP-GAP, APEFEL will assist develop an audit system for producers and Centres de conditionnement that are certified.

More importantly, through this project APEFEL gained a better understanding of the longer-term evolution of the industry. The Symposium it organized in April 26-27 was attended by 500 producers-exporters that were highly concerned about the future of Moroccan exports. As Mr. Malenfant mentioned to employees and members on several occasions, it is more difficult for APEFEL members to sell than to grow their products, and that difficulty will go on increasing in the context of the global economy. European countries are preparing for 2010. The budget from the European Fund for Agriculture increased to 1 billion Euros in 2001, compared to 0.89 billion Euros in 2000. Of that budget, 322 million Euros was spent on tomatoes including 48 million in Spain alone.¹¹ APEFEL must already identify how it can best assist its members facing the challenge ahead of them. Thanks to the assistance provided by USAID it will be able to do so.

Lessons learned

Agriculture producers are by definition conservative people that often have set ideas and opinions they are not always ready to revise. Yet with perseverance, they will reassess their views.

¹¹ Atelier de programmation des activités prioritaires APEFEL/USAID. Chemonics International 2001. It must be noted that Morocco’s quota on tomatoes is 156,000 tons. Producers asked that it be increased by 40,000 tons. Spain voted against the demand that was rejected by the EU.

Lessons Learned Concerning the Implementation of APEFEL Activities:

Training of employees: When three (3) APEFEL employees were trained in Québec, Mr. Akrim, APEFEL Director had resigned from his position. We tried to reach him in Northern Morocco where he was visiting to convince him to take part in the training but he refused, claiming that he was no longer an employee of APEFEL. The consequence of having employees trained without their director is that he will lag behind his employees and act as a filter when they come up with new initiatives, particularly in a country where top-down management is the prevailing approach. It is very important to have the top level of the hierarchy trained.

Better knowledge of members: We already mentioned in another report ¹² that we were misled by APEFEL's "political correctness." We now know that APEFEL staff claimed it wanted to reach out to small producers because in their view, it seemed appropriate for the association to do so. Also because it corresponds to the political orientation of its president. APEFEL somehow confused the country's general objective of "mise à niveau" of its producers and the specific interest of its members. The association, even with our assistance, was never able to implement its decision to open three outreach centers and to provide services designed for the small family-owned production units. The main reason why the association was unable to move from intent to action is because the objective of reaching out to small producers is unrelated to its members' interests. APEFEL members are exporters and it is in their interest to export more so that they can produce more. Because of our scope of work and time constraints, we visited very few individual members of APEFEL. By having a better knowledge of the membership we could have avoided the time spent on trying to help APEFEL associated with the opening of three outreach centers.

¹² Report on Performance Indicators for the first three Quarters of FY 2002. Chemonics International September 2002.

Section IV: Groupement Régional d'Intérêt Touristique (GRIT)

Activities and Results

ACTIVITIES.....
Focus Group
International Expert Contribution
Visitor's Exit Survey
Tour Operators Survey and Database
E-Marketing Strategy
Fully Interactive Website
International Eco-Tourism Summit
Training and Equipment
Statistical Database

Focus Group

Upon our first meetings with GRIT, we realized that GRIT key administrators had very little understanding of how impacts targeted by USAID could be best achieved. They had expressed their disagreement with the Institutional Diagnosis conducted,¹³ and resented the fact that the comments they had provided to USAID had not been incorporated into the final document. They had a clear understanding of their role and of how they served the interest of the industry, and that of their members.

It soon became apparent, however, that their understanding of how the international tourism industry operated was more limited. According to the people we met, the destination was in excellent health. USAID's contribution, they said, should be used to help GRIT recruit more employees and pay them (there were no managers at GRIT) so that it could continue its excellent work. The analysis of the destination as presented to us was not convincing. Thus, our first action was to recruit an international expert who could complete a Rapid Appraisal of Agadir and identify key actions that should be undertaken within the framework of GRIT-USAID Agreement.

We recruited James MacGregor, a Canadian consultant with over 30 years of experience in international tourism and eco-tourism in particular. We gave him the mandate to: assess the destination in terms of its vitality and performance; appraise Agadir's current product and establish a match between existing regional resources and American and European markets, so as to guide GRIT's promotional efforts; and draft an Action Plan to be implemented by Chemonics.

¹³ Diagnostic Organisationnel des Associations Professionnelles du Souss Massa Drâa : GRIT, SUD CONTACT, Agadir 2000.



We also felt it was important to listen to the views of as many representatives of the tourism industry as possible. We wanted to hear the concerns of tourism operators, directly from them, since they were at the front line of all tourism activities. We also wanted their input into our Action Plan. We recruited a Moroccan expert in organizational and business development, Mr. Abdennasser Daif, and one of Morocco's leading experts in adult learning and training of trainers, Mr. Idrissi El Mokdad, to facilitate a Focus Group to coincide with James MacGregor's arrival in Agadir.

The Focus Group objectives were to a) establish a consensual diagnosis of the strengths and weaknesses of the destination, b) have all GRIT members contribute to the identification of concrete actions that would lead to measurable results and to the strengthening of GRIT as a catalyst of tourism in Souss-Massa-Drâa, and c) develop GRIT capacities to position Agadir as a select destination, building on its assets while accounting for emerging international demands.

At the outset, Mr. MacGregor set the tone. In the presence of all GRIT members and the Wali, he made a presentation that captivated the audience with executive information on new and emerging demands and products, particularly in the area of adventure and educational travel, eco-tourism, learning vacations, and health and wellness travel. He identified the strongest trends observed in international markets, where growth is expected and the specificities of emerging demands. All GRIT members took part in the one-day exercise that was a success.

Main results of the Focus Group were as follows:

1. Identification of the destination's strengths and weaknesses.
2. Appraisal of the main problems confronting the industry.
3. Agreement on consensual objectives for the implementation of GRIT-USAID Agreement.

4. Rallying of GRIT administrators and members, as well as key industry players, around the GRIT/USAID partnership.

The reader is asked to see the Focus Group Report ¹⁴ presented in ANNEX B.

International Expert Contribution

Based on the information gathered in the Group Focus and his numerous meetings with local tourism operators, James MacGregor made a diagnosis of the destination. He argued that Agadir would have difficulty continuing to compete with destinations of the North African Mediterranean Basin, and other world destinations, if it remained merely a beach destination.¹⁵ However, he further explained that the region did have resources that are in increasing demand worldwide. The market segments needed to be identified, the region promoted, and new products developed. Corridors in the backcountry with tremendous eco-tourist potential had already been identified by GRIT. Timing was perfect and resources and infrastructure were in place for the development of rural tourism in Souss-Massa-Drâa, according to the expert. Those resources, said he, were the region's real assets with respect to the expected increasing demand in tourism for the current decade.

In his report, he presented a Strategy and an overall Action Plan to reposition the Agadir region as a cultural and eco-tourist destination. The priorities he identified and described were structured into three distinct phases: (1) Immediate-Term Actions; (2) Short-Term Actions and; (3) Longer-Term Actions.¹⁶ We selected for implementation the actions identified in the Immediate-Term Actions that were related to New Information Technologies (NIT), as specified in the MOU between GRIT and USAID and in Chemonics contract. These were the Visitors Exit Survey, Tour Operators Database, and the development of a fully interactive website with the underlying e-marketing strategy.

The main results of the International Expert Contribution were:

1. A consensual Strategy and Action Plan to reposition Agadir as a more diversified destination.
2. A groundbreaking diagnosis of the destination that totally modified the parameters used so far by local operators to analyze their performance and that of Agadir.
3. Improved information on how to develop the products in demand.
4. Identification of the tools required to promote the region.

Visitors Exit Survey

When assessing the destination, James MacGregor noted that Agadir had done excellent work collecting data on numbers, source and growth of tourism arrivals in Agadir. Unfortunately there was no data that provided a clear profile of the visitors. Visitor

¹⁴ Journée Group Focus GRIT/USAID, Chemonics International, Agadir, April 2001.

¹⁵ Tourism operators confirmed that already, their margins of profits had been steadily decreasing to the point where Agadir was becoming a low standard destination.

¹⁶ Agadir – Souss Massa Drâa Tourism Development Opportunities : Analysis and Recommendations, Chemonics International, Spring 2001.

profile surveys are the most comprehensive planning and product development tool used by the industry. As we found out, no previous exhaustive survey had ever been conducted in the region while, as GRIT informed us, general surveys, mostly conducted by TOs, were not shared with other industry operators.

A survey was therefore designed in collaboration with GRIT and the assistance of James MacGregor who drafted the questionnaire and validated the sampling methodology with a statistician from Tourisme Québec. The survey, conducted by the Moroccan firm B Marketing, covered information on preferred activities, previous destinations visited, number of visits to Agadir, sources of information, expenditure, satisfaction rate and other similar information that help understand the visitors expectations, interest and satisfaction. The questionnaire was translated in English, Italian and German and 3665 visitors from 16 different destinations were interviewed at the Al Massira Airport of Agadir, upon leaving the country (with a margin of error of $\pm 1.64\%$). The survey was conducted during a period of 6 months, from December 2001 until May 2002, so as to rule out all seasonal variations. Survey results were submitted in a series of reports that comprised a Global Analysis Report and seven individual reports by markets¹⁷ presenting the data and analysis by markets such as Germany, Great Britain, France, Italy, Benelux, Scandinavia, and Moroccans living abroad (see Annex B).

The main results of the Tour Operators Survey are as follows:

1. Reliable information on visitors from each of the markets.
2. A comprehensive database of information that can be interrogated to obtain detailed and precise information on visitors, in order to design new products and help improve current products.
3. A client database over a thousand e-mail addresses that can be used in CRM (Customer Relationship Management) through the website.

Tour Operators Survey and Data Base

Mr. MacGregor noted that hoteliers and suppliers in Agadir were working with a limited number of Tour Operators (TOs). Agadir offered the same “Standard Beach Destination Product” as Spain, Tunisia, Turkey and the Caribbean, but those countries had radically improved their product by offering new attractions, while Agadir continued to attract new visitors thanks to its price structure. With such a limited and homogeneous product, he explained, Agadir was extremely vulnerable to shifts in demands and the power of TOs that are in a position to squeeze prices. In order to position it on the emerging markets, the expert recommended that GRIT identify those wholesalers and tour operators that sell the products that correspond to the regions’ strengths.

Mr. Hassan Aboutayeb, local consultant in tourism, was recruited to develop a database of Tour Operators that were already selling Morocco and/or Agadir tour packages. He was also asked to identify new TOs that sell itineraries similar to the tourism products that should be developed in the region, in order to reposition Agadir as a more varied

¹⁷ Enquête à la sortie / Profile de la clientèle à Agadir. Chemonics, July 2002

destination. Mr. Aboutayeb contacted all Office National Marocain du Tourisme (ONMT) around the world and asked for their list of TOs selling Morocco. He also called upon hoteliers in Agadir to supply the list of TOs they collaborate with. He contacted the organizers of various tourism salons to obtain their lists of participants. Lastly, new TOs were identified through web research using key words suggested by James MacGregor. Mr. Aboutayeb's report is presented in Annex B.¹⁸

The main results of the Tour Operators Survey are as follows:

1. Indexing of 1655 Tour Operators and Travel Agents that currently sell Morocco and/or Agadir packages.
2. Identification of 845 new Tour Operators from USA, Canada, Europe and the Middle East.
3. Development of a comprehensive database of international TOs that will allow GRIT to develop and maintain professional links with the industry of Tour Wholesalers and establish partnerships for new products development.

E-Marketing Strategy

In light of the website development, Mr. MacGregor elaborated guiding e-marketing principles for GRIT. The Strategy outlined how the combining of the databases and website can be used to promote Agadir and to generate new prospects and sales for the destination, continue on-going communication with qualified prospects and maintain contact with travel agencies and TOs around the world. The main principle guiding all communication is to communicate the right message to the right person at the right time, which can easily be done at very little cost through the Internet.¹⁹

Mr. MacGregor's e-marketing strategy builds on the principles of CRM (Customer Relationship Management)²⁰, integrated into a series of steps and practices. The purpose of the client database is to facilitate information gathering for both operations and marketing. The website is the main source of entries (newsletter, inquiries, surveys) into the GRIT 's CRM database. Following the e-marketing strategy outlined, a "personal contact" can then be maintained with all former and potential clients. Visitors of the website already have a foot in Agadir and if through non-aggressive, subtle and personalized communication we can maintain his/her interest, it will result in an added arrival for the destinations. That visitor is also likely to share her/his interest with her/his friends, relatives or colleagues and will then generate future prospects.

The main result of the e-marketing strategy is as follows:

1. A clear and precise e-marketing strategy to ease the adoption of e-marketing technology.
2. Detailed guidelines for promoting the region.

¹⁸ Agadir – Souss Massa Drâa : Base de données des TO et Agences de Voyages, Chemomics International, Winter 2002.

¹⁹ Approche directe du consommateur : Une stratégie basée sur le e-marketing pour Agadir, Chemomics International March 2002.

²⁰ GRIT Data base Criteria, Chemomics International, July 2002.

3. Innovative Action plan for Website management.

Fully Interactive Website

In light of the website development, Mr. MacGregor elaborated guiding e-marketing principles for GRIT. The Strategy outlined how combining of the databases and website could be used to promote Agadir and to generate new prospects and sales for the destination, continue on-going communication with qualified prospects, and maintain contact with travel agencies and TOs around the world.

To achieve this objective the website, which was developed by the Moroccan website firm ARGAZE, draw on two main databases: the Tour Operators database and the Clients database. In addition to the thousand of visitors who gave their e-mail addresses when they were interviewed for the Exit Survey, visitors to the Website are invited to subscribe to newsletters. They can also receive electronic brochures, and take part in a contest to win a trip to Agadir. These are various tools designed to collect e-mail addresses that are automatically incorporated into the client database. Through this database, GRIT keeps its client base informed of developments of interest to them. To those interested in bird watching, for example, it will send information related to the Parc National du Souss and to those attracted by the thalassotherapy trips, it will send information on the upcoming international congress on thalassotherapy.

GRIT could over the coming years gather several thousand e-mails of visitors who came to Agadir and wished to remain in contact with the destination, and e-mails of those eventually interested in making the trip. Such a database can be instrumental when wide range actions are required and mass messages sent. A few weeks after 9/11, the Times of London published a map of the world's safe destinations on which Morocco was identified as one of the very few safe destinations in the Arab world. Had there been a database of Agadir client-base, GRIT could have scanned that map and forwarded it to its clients to remind them that Agadir remained a safe haven if they needed to break away from the stress of that period.

As we were able to see in our benchmarking of websites, and as confirmed by Mr. MacGregor, this approach to website management proposed for GRIT is very innovative and several tourism promotional institutions and organizations are only now considering the development of such a database.

The website was developed in German, French and English. It briefly presents the region's history and culture. The language, people, and their musical tradition (the visitor can download music of the main three musical genres found in the region), and how this very unique environment and its natural resources such as the argane tree have shaped the lives of the Berber. It gives an overview of the region's unique features, and itineraries in which GRIT wants to develop 1-2-3-4 day circuits. It can be visited at <http://www.tourisme-agadir.com>.

The GRIT website is hosted by Wanadoo, which provides almost similar access by surfers and downloading time as in Europe where most targeted clients live. In the case of a commercial site, time it takes to access the site and download it is a crucial element in the success of the site. GRIT chose the commercial option in which Wanadoo provides a dedicated server that GRIT members can, for an amount inferior to current market prices, have their website hosted. When 20 members use Wanadoo, the GRIT website will be hosted for free. We suggested that the website be hosted in the US or in Canada where for a fraction of the cost, access and downloading time would be paramount. The GRIT Directoire rejected the option preferring to have the website hosted in Morocco.

A contractual agreement was signed between GRIT and ARGAZE regarding the one-year warranty provided by ARGAZE on its work and 3-month maintenance services. A contract for website hosting with Wanadoo was also signed by GRIT.

The GRIT website requires the service of a Webmaster. It was agreed during Mr. MacGregor's last mission in April 2002 that GRIT would recruit a Webmaster. This was not done. ARGAZE provides a one-year warranty on its work and 3-month maintenance services. GRIT must therefore plan now for how it will maintain its site in January 2003. Two options are currently under discussion. The first option is farming out the management of the website to a firm that will provide maintenance and management in exchange for securing business from GRIT members. The second option is to recruit a Webmaster part time. The first option presents the advantage of keeping cost almost nil for GRIT, which in a period of industry crisis may be wise to do. GRIT seems very aware of the need to find a long-term solution and has already organized two meetings with various members to discuss the problem. Decisions should be taken at the Executive Meeting of October 25.

Main results of the Website are as follows:

1. A fully interactive site that can be entirely modified without altering the source code.
2. First regional tourism portal in Morocco.
3. First tourism information site in the North African Mediterranean Basin Region that is developed following the rules of e-marketing.
4. A powerful tool to promote the region and its backcountry.

International Eco-tourism International Summit

A delegation of seven participants from the Souss-Massa-Drâa took part in the International Eco-Tourism Summit held in Québec in May 2002. We selected the participants on the basis of their potential contribution to the development of the circuits pre-identified by GRIT in the backcountry. The delegation comprised presidents of communes that will be involved, Dr. Brou the président of Metsi, Mr. Ribi the Président of Sidi Bibi, the Regional Delegate for Tourism Mr. Moudoud, Mrs. Zaher from the Chamber of Commerce that manages the project to restore the cultural heritage of Tiznit, Mr. Ribi director of the Parc National du Souss, Mr. Sabri young entrepreneur in eco-tourism, and Mr. Zakri representative of GRIT. The participation of a regional delegation

to the Summit attracted national media attention and sent the message to local, regional and national authorities that eco-tourism and the promotion of rural tourism is important. It was an opportunity for the delegation to get acquainted with international eco-tourism standards and norms, to hear success stories and lessons learned from other countries and operators, and to acquire information about eco-tourism products offered by other destinations.

The main results of the participation in the International Eco-tourism Summit are:

1. Understanding of the importance of basic eco-tourism norms and standards.
2. Understanding of how the industry of eco-tourism is structured and organized.
3. Knowledge of other destinations products and success stories.
4. Increased interest in eco-tourism for all the participants.

Training and equipment

To implement all the changes needed by the destination, GRIT needed to have the working tools required to access the new technologies of information. Thanks to USAID support, it is now equipped with powerful computers, a server, fax machine, copier, printer, scanner and CD burner. Training in computer use and software were provided. To GRIT employees who had never before worked in a computerized environment.

The results of training activities and equipment acquisition:

1. GRIT has the equipment required for all its promotional actions.
2. Employees have the skills required to use the equipment acquired.

Statistical database

One of the problems confronting the industry is the absence of reliable data. Hotels are required by law to submit information to the Regional Tourism Delegation on their number of visitors, nationality and length of stay. This information is then transmitted by fax to the Ministry of Tourism. Errors in calculation and manipulation do happen. The firm that developed GRIT's website, ARGAZE, developed an electronic solution to the problem. Hotels using the Internet now have the potential to transmit their form electronically by e-mail or by delivering a floppy disk to the Regional Delegation of Tourism. Data can then be automatically transferred to the statistical database, hence avoiding errors in calculation and manipulation. GRIT has a copy of the database so that the Delegation can update it on a monthly basis. This solution could be installed in all the Regional Tourism Delegation Offices, and a central, web-linked database developed for Rabat.

To be operational, the database requires data from the current year and for comparison, data from last year, the same hotel and same operators. GRIT and the Website developer made several requests to access that data. They were told that unfortunately the detailed

information was not kept at the Regional level nor Ministry level in Rabat. Only aggregated figures were archived.

The Database is currently installed on a GRIT computer and starting this month, GRIT will work closely with the Regional Delegate to enter the monthly data transmitted by local hotels. At this time next year, it will be able to automatically generate reliable statistical information, in a fraction of second.

All activities mentioned in the MOU between USAID and GRIT have been implemented, and Chemonics added the Focus Group day. When we recruited our international experts, such as James MacGregor, their assignments were limited in time and scope. In the case of GRIT, all activities built upon another, and were linked to the e-marketing strategy developed by the expert. His approach was innovative dynamic and therefore required ongoing guidance and revisions of the strategy. For this reason, we engaged James MacGregor to provide up to an additional 33 days of technical assistance over the life of the project.

Impacts

The capacity of GRIT to act as a leader in tourism development and to represent the private enterprises of the industry has been strengthened through USAID contribution. The crisis the tourism industry weathered in 2001-2002 slightly delayed the impact USAID activities could have had on tourism. But because of USAID support, GRIT is in a stronger position to advance its recovery and enhance the future prospects for the destination.

GRIT has more influence on the promotion of the destination. Professional results such as the Exit Survey, participation in the International Eco-tourism Summit and the website brought increased credibility to GRIT. GRIT key members and employees are much better informed of changes in the industry and contribute better when it comes to the promotion of the destination. They are able to positively influence decisions concerning the promotion of Agadir. An example is the strategic planning workshop on the promotion of Agadir in Europe that gathered all ONMT representatives in Europe and was facilitated by GRIT.

We already know that 73% of the people who came to Agadir and had access to the Internet choose their travel destination on line. Various studies conducted by WTO show that surfers looking at tourism websites have not made their choice prior getting on the Internet. Also, on-line sales of elements of the trip (hotel and/or air, fare, car rental etc) are expected to increase in Europe by 400% before year 2005.

GRIT has a website that can effectively promote the destination and help Agadir and its backcountry take advantage of the changing way international travelers choose their destinations.



Competing destinations are not more advanced in terms of Web technologies than GRIT. GRIT has acquired new capacities to maintain its position as credible representative of the Agadir tourism industry.

Lessons learned

The lessons learned in the case of GRIT are related to the use of New Information Technology and website development. While all of our activities were linked to NIT, it is in working with GRIT that we learned the most. The GRIT website was complex and the Groupement totally unfamiliar with web technologies.

Lessons Learned on Web-related Technologies are as follows:

Website development: In the case of websites, the variables that influence both activity implementation and sustainability are different from most other activities. Web technologies are foreign to most Moroccans. Since it is presented to them as a key element in a global world/industry they agree it is needed, without understanding the whys and wherefores of it all. Efficiently managing a website to get results requires first being convinced of the potential and need for that technology. Second it requires some excellent understanding of the Web culture in relation to Westerners (your customers or targets) and third, of the technology itself. GRIT employees and members had very little of the above.

The following suggestions build on our experience with GRIT:

Work from the beginning with both members and employees to build support for the website. Very few industry members have a basic understanding of website

technologies and management. At the beginning of the project, we would organize a workshop with employees, Board of directors and other key members to discuss the potential and use of websites, and changes they bring in the work place (employees, cost, additional committees to up-date content etc.), in order to build support for the activity.

Have a Website Committee formally set up. A website committee should be set up to assist employees and website developers and be given an official mandate by the relevant authority. When an unofficial committee is set up (such as in the case of this project) its mandate is not always respected (especially during tense times) and its decisions are easily overturned. As a result, committee members become uninterested by the project.

Develop textual and visual content before the web developers begin their work.

The information to put on a website is seldom available and needs to be gathered from extremely wide sources. Sometimes it is not available and requires an investigation and drafting. The whole exercise is extremely time-consuming. When no agreement is reached and the content is not approved once and for all, before the developers begin their work, it often needs to be modified afterward, adding further delays.

It is also at the stage of identification of the content that conflicting interests are likely to surface and can be best solved. For instance, who gets promoted through the website and at what cost. In the case of a tourism destination, what differences do you make between on the one hand operators such as kite flying stations, thalassotherapy centers, casinos and golf courts (not member of GRIT) that sell the destination and attract visitors (and are needed on the website to modify the image of Agadir and promote it as a vibrant and animated destination), and on the other hand, hotels and travel agencies that acquire business only if the destination is popular, but do not contribute to its popularity (and are members of GRIT).

When a Webmaster is required, recruit him/her at the time the contract to the developers is awarded. The Webmaster is then trained through the development of the website. By the time the website is on-line, the Webmaster will smoothly continue the work, already acquainted with both the content and engineering, and ensure the sustainability of the investment.

Train all employees in website management, culture, and use. Even when a Webmaster is hired, he/she needs to be supervised and to be part of the work team. In a small team, all employees substitute for each other and are influenced by change of technology in their work environment. Supervisors also need to acquire the capacity to incorporate the potential of their website into their work planning and strategy. What are the routine actions and priorities, what do you ask to be done when and why? These are the nuts and bolts of the new tool that managers need to know about. Once this knowledge is acquired, they can begin to think in terms of long-term strategy for their Website.

Make no compromise in the selection of a sub-contractor. We worked with two firms in the case of the two websites developed in this project and not all website developers in

Morocco are equally competent. Recruiting a sub-contractor with good credentials and international experience can make a great difference in the implementation of the project.

Section V: Working with Moroccan firms, consultants and suppliers

Chemonics was required per its contract to work with local suppliers.²¹ As part of its efforts to identify local procurement options, in March 2001 Chemonics' Office in Agadir published a call for expressions of interest from Souss-Massa-Drâa institutions, firms and individuals for the provision of equipment, training and services in thirteen different pre-identified sectors. To maximize the use of local capacity and increase efficiency, we intended to develop a data bank of local suppliers whose services would match the needs identified in the organizational diagnosis of the three industry associations (GRIT, FIPROMER and APEFEL), as well as the general management and computer training needs of the Tribunal de Commerce d'Agadir.²² This call for expressions of interest was published in the three main national newspapers: Le Matin, l'Opinion and l'Économiste.

A total of nineteen (19) firms and individual consultants responded. Several suppliers who had already registered with AUGECO, asked if it was necessary to register again with Chemonics. In order to avoid all confusion, we told them there was no need to register with us, if they already had done so with AUGECO. We contacted Mr. Anbarre who agreed to share their list of the eighteen (18) firms and institutions. Our data bank therefore consisted of 37 entries.

From each institution, firm and individual, we requested the list of equipment/training/services they were interested in supplying, the name of a contact person and a fax number. A joint Chemonics/USAID information session was organized in April, 2001 to which all parties were invited. The two-hour information session focused on the implementation of the Agadir Activity Management Services project; USAID rules in securing equipment and services (fair and open competition, minimum of 3 quotes, and source/origin of equipment purchased); and on Chemonics' rules and procedures. Particular attention was given to quality control, and the kinds of contractual agreements likely to be employed (results-based payment and the importance of meeting agreed upon delivery dates, etc.).

Local suppliers were found for all general services/training and equipment, however, they were relatively inexperienced in business and frequently did not possess the standards or capacity typically found in Casablanca and Rabat.

In the context of economic growth and increased competitiveness at the national level (not to mention the international level), and USAID's goal of increasing investment in the Souss-Massa-Drâa, we decided to help bring local suppliers to the level of national firms by offering some assistance in business development services. Chemonics provided one-

²¹ Summary Report on Local Procurement Options (Deliverable # 2). Chemonics. April 2001

²² Rapport sur le diagnostique du tribunal de Commerce d'Agadir et la Cour d'Appel de Marrakech et propositions d'actions : Rapport de Mission. Georges Proulx and Brian LeDuc for USAID, August 2000.

day training to the 37 suppliers registered in its database on Clientele Relationship and Quality Control in Business Development. The session was held in May 2001 and was attended by 24 participants.

While local suppliers could readily provide general services, the options for obtaining specialized services from regional firms were more limited. In response to our request for recommendations on and references for local experts, APEFEL mentioned the Institut d'Agronomie, while GRIT mentioned a consultant based in Paris who was both experienced in promoting Agadir in Europe and in web site design. FIPROMER and the Tribunal of Commerce did not identify any specialized sources of services/training.

Because the necessary level of specialized expertise required was not available regionally, we procured the services of a limited number of highly specialized experts from outside Agadir. Chemonics contracted eleven (11) local subcontractors and consultants and, thirteen (13) national sub-contractors and consultants in addition to its three (3) international experts. The list of local and national subcontractors, suppliers and consultants is provided in Annex A.

Results from working with Moroccan suppliers are as follows:

1. Twenty-six (26) contracts were awarded to Moroccan firms, individuals and suppliers
2. Twenty-four (24) suppliers from Souss-Massa-Drâa trained in Clientèle Relationship and Quality Control in Business Development

Section VI: Conclusion

Results of the project

As of the writing of this report, all three project's partners GRIT, APEFEL and the Commercial Court of Agadir are experiencing significant benefits from Agadir Activity Management Services.

APEFEL

APEFEL is providing training for fees to its members and is preparing to offer state-of-the-art services to non-members and members alike. In doing so, it increased its revenue base from zero to over 342,030 dhs.

APEFEL members increased by 4% their share of national exports of fruits and vegetables (from 38.9% to 43%).

Thirty (30) members solved the problem they were experiencing with fertigation. APEFEL improved knowledge of this technique that rationalizes water use will contribute to its dissemination in the Souss-Massa-Drâa where water problems are paramount.

APEFEL employees produce quality information using up-to-date economic information and analysis, and exclusive information on Souss-Massa-Drâa production and exports that it obtains from interrogating its membership database. APEFEL credibility has increased to the point where it was able to organize a national Symposium of the trade of fruits and vegetables that attracted 500 participants for two days and it was invited to attend Morocco-EU negotiations on 2010 agreement.

GRIT

Despite the setbacks experienced by the destination in 2002-2002 and the slow recovery of international tourism industry, GRIT is actively involved in the promotion of the destination.

The Groupement increased its collaboration with and influence over ONMT.

It is using its Web site to re-position Agadir as a more varied destination.

Combining guidelines provided by James MacGregor, information obtained in the Exit Survey and knowledge it gained at the International Eco-tourism Summit, GRIT is actively involved in the development of 3 circuits in Agadir backcountry.

GRIT has realized the importance of product quality and is coordinating the development and organization of a Festival of Music that will contribute both to the preservation of Berber culture and the promotion of Agadir.



The Commercial Court of Agadir

The efficiency of the court has greatly improved. Time it took for judgments to be made and delays in the provision of various services provided by the Registry of Commerce have been substantially reduced.

The judges have an increased knowledge of commercial legislations and trade agreements and continue up-dating their skills by themselves.

All Court employees are evolving with ease in a fully computerized environment, and keep innovating and finding ways to better their workplace and services.

The Court is making a direct contribution to the development of SMEs and the promotion of investments in Souss-Massa-Drâa (notably through the training of CRI staff).

Future benefits from Agadir Activity Management Services

Chemonics learned in the Morocco New Enterprise Development (NED)²³ that it takes considerable time for associations to assimilate new ideas and put them into practice.

²³ New Enterprise Development (NED): Project Accomplishment Completion Report 1992-2000.
Chemonics International 30 June 2002.

While the NED team looked for ways to accelerate the implementation of grant activities and speed up the learning process, it found that nearly all associations took about two years to deliver the expected results and begin enjoy the benefits from a grant. In view of that benchmark, USAID partners in Souss-Massa-Drâa have performed exceptionally well.

Agadir Activity Management Services was an investment USAID-Rabat made in the development of SMEs through their associations and their enabling environment. In addition to current benefits, the leverage effect gained through the project's partners will be visible in the coming years. Future benefits include:

More aggressively competitive agricultural producers. In an ever increasingly competitive global market, more producers-exporters see the urgency to react to changes taking place in world markets and the importance to act through their association instead of waiting for government leadership. They welcome the opportunity of a free-trade agreement between Morocco and the United States and wish to actively contribute to its negotiations.

The Commercial Court of Agadir has set forth a precedent among Commercial Courts. In its work with other commercial courts, the Ministry of Justice now bases its expectations and programs on the accomplishments of the Commercial Court of Agadir. The standards are set high and will have a positive effect on other courts. In the end, it is Morocco's private sector judiciary environment that will benefit.

A stronger voice for sustainable rural development. GRIT is sensitive to the importance of eco-tourism as a complementary economic activity for communities affected by drought. It can take advantage of its leadership position in tourism and involvement in all regional tourism development projects to bring forth the interest of the local populations. The importance of training, the caring capacity of the environment and product quality will be emphasized in striving to achieve Morocco's tourism objectives set for 2010.



National procurements, sub-contractors and consultants.

American Language Center Sub-contractor for language training	202 140 dhs
Bestmark – Mr. Bennani Supplier of equipment for FIPROMER	163 440 dhs
Top Info – Hafid Mania Supplier of equipment for APEFEL and GRIT	565 280 dhs
Class Informatique – Rachid Achour Supplier of equipment for the training room at the Court	342 596 dhs
ENCG – Mr. Marzak Sun-contractor for the training in management to judges	38 020 dhs
OFPPPT – Mohamed Atif Sub-contractor for Computer Training for the Court	135 240 dhs
MTDS – Karl Stanzick Sub-contractor for the cabling for the Court	330 000 dhs
Techliser SARL – Mr. Riyad Trainer for Anderrahim Moumin in Power Builder	24 144 dhs
Kamal Jbara Consultant - Maître d'Ouvrage for the cabling	57 048 dhs
Transparence Informatique of Agadir – Mr. K. Souhnoun Sub-contractor for APEFEL DataBase	420 000 dhs
FOCS – Abdennasser. Daif Sub-contractor for APEFEL Focus Group and Training to suppliers	98 000 dhs
A. El Idrissi Mokdad Consultant - Co-facilitator for GRIT and APEFEL Focus Group	37 320 dhs
Abdennasser Daif (consultant) Consultant - Facilitator Group Focus GRIT	30 405 dhs

La Formation – Rachid Achour Sub-contractor – Computer training for APEFEL and GRIT	220 000 dhs
IMPACT SUD – Mr. Tagoula Sub-contractor - Computer training for GRIT and APEFEL	85 000 dhs
Cabinet Conseil Maître Maria Bahnini Sub-contractor – Professionnal training of judges	521 700 dhs
Omar Anbare – Consultant for performance indicators	88 200 dhs
B-MARKETING – Said Berrechid Sub-contractor – Exit Survey for GRIT	595 000 dhs
Radouane Largo – Consultant IT for GRIT and APEFEL	140 000 dhs
Tarik Fdil – Consultant on archives	47 250 dhs
Hassan Aboutayeb – Consultant for TOs Database	45 000 dhs
ARGAZE – Iqbal Laghrari Sub-contractor GRIT Web site	575 750 dhs
LNET – Mohamed Fourka Sub-contractor APEFEL Web site	314 300 dhs
MEDIA5 – Samuel Vallée Sub-contractor – Text for GRIT Web site	110 000 dhs
SYGEDOC – Mr. Riffi Sub-contractor – Archive Management System	200 000 dhs
Maroc Bureau – Mr. Hillale Equipment for the archives at the Court	385 000 dhs

**INDICATIVE BUDGET OF DISBURSEMENTS BY ASSOCIATIONS
AGADIR ACTIVITY MANAGEMENT SERVICES**

Note: A= APEFEL
G = GRIT
F= FIPROMER

Date	Name	Expenses	Amounts in DHS	Amounts in \$US	Invoiced to USAID
		Advance for Focus Group APEFEL-Daif - Per Diem			
8/4	A	and Airfare	5,050.00	446.90	468.26
10/4	A	4 PC Gateway	76,512.00	6,770.97	7,094.63
10/4	A	4 smart ups 700 va/450w	1,520.00	134.51	140.94
10/4	A	1 fotozip	2,400.00	212.39	222.54
30/04	A	Air Ticket D. Malenfant	15,448.40	1,404.40	1,471.53
30/04	A	Insurance Malenfant	114.40	10.40	10.90
30/04	A	Photocopies HO - Malenfant	1.98	0.18	0.19
4/5	A	200 folders	1,392.00	126.55	132.59
24/05	A	Photocopies FOCS report for Apefel	1,980.00	180.00	188.60
14/05	A	Meeting Room ONE - Group Focus APEFEL	11,700.00	1,063.64	1,114.48
18/05	A	4 computer tables	5,184.00	471.27	493.80
18/05	A	4 multiprises pour UPS	480.00	43.64	45.72
18/05	A	4 plastic covers for computers	336.00	30.55	32.01
18/05	A	1 Pack office 2000 Fr-Arab	8,280.00	752.73	788.71
18/05	A	5 license Office 2000 FR/AR OEM	15,000.00	1,363.64	1,428.82
18/05	A	6 Licenses Windows 2000 FR/AR OEM	11,880.00	11,880.00	12,447.86
14/06	A	Daif (FOCS) Group Focus APEFEL	40,089.00	3,644.45	3,818.66
14/06	A	Daif - transport Group Focus APEFEL	1,792.00	162.91	170.70
14/06	A	Daif taxi - group Focus APEFEL	687.00	62.45	65.44
14/06	A	Daif hôtel Group Focus APEFEL	1,232.00	112.00	117.35
14/06	A	Daif Per Diem hôtel Group Focus APEFEL	1,319.00	119.91	125.64
30/06	A	D. Malenfant airport tax	79.10	7.00	7.33
30/06	A	Malenfant taxis	466.69	41.30	43.27
30/06	A	Malenfant taxis	327.47	28.98	30.37
30/06	A	Per Diem Malenfant	11,170.05	988.50	1,035.75
30/06	A	Bank Charge (avance Malenfant)	61.59	5.45	5.71
30/06	A	Medical D. Malenfant	276.85	24.50	25.67
29/06	A	Professional FeesIdrissi Group Focus 5 jours	17,500.00	1,666.67	3,566.67
29/06	A	Idrissi air fare - FOCUS Group APEFEL	1,262.00	120.19	125.94
29/06	A	Idrissi taxi group Focus Apefel	700.00	66.67	69.85
29/06	A	Idrissi Group Focus APEFEL hôtel	1,370.00	130.48	136.71
29/06	A	Idrissi Group Focus Apefel Per Diem	1,319.00	125.62	131.62
11/7	A	Photocopies Malenfant Report	600.00	57.14	59.87
20/05	A	Malenfant 4.81 jours @ 483.44	24,428.88	2,326.56	4,978.84
6/5	A	Malenfant 7.19 jours @ 483.44	36,484.67	3,474.73	7,435.92
27/07	A	Per Diem Malenfant	630.00	60.00	88.68
31/08	A	Communication	500.12	47.63	70.40
26/09	A	Trip to canadian Consulate in Rabat Rabat/Visas	3,421.00	325.81	481.55
5/10	A	Air Fare Montréal Training Montréal	20,379.00	1,940.86	2,868.59
26/09	A	Trip to canadian ConsulateRabat/Visas	6,222.00	592.57	875.82
26/09	A	Carburant voiture sur Rabat	300.00	28.57	42.23
26/09	A	Visas	1,740.00	165.71	244.93
26/09	A	Computer Equipment APEFEL	227,900.00	21,704.76	32,079.64
26/09	A	Contrct maintenance of equipment	41,400.00	3,650.66	5,395.68

26/09 A	Car rental in casa - visit to consulate	600.00	57.14	84.46
2/10 A	Per Diem formation au Québec	23,639.00	2,251.33	3,327.47
23/09 A	Melissa Marland (Chemonics Home Office)	3,711.12	353.44	353.44
30/09 A	Insurance Training in Montréal	1,417.50	135.00	141.45
16/11 A	Coimputer Equipment	35,786.50	3,408.24	3,571.15
21/10 A	Malenfant 4 days @483.44	20,304.48	1,933.76	4,138.25
10/31 A	Hotel -training in Montréal	37,590.11	3,580.01	3,751.13
10/31 A	Trainer UPA	5,250.00	500.00	523.90
10/31 A	Trainer UPA	2,572.50	245.00	256.71
10/31 A	UPA	4,042.50	385.00	403.40
10/12 A	Sub-contract Transparence Informatique	140,000.00	12,155.28	12,736.30
11/12 A	Sun-contract La Formation (50%)	22,000.00	2,095.24	2,195.39
7/10 A	Malenfant 4 days@483.44	20,304.48	1,933.76	4,138.25
6/11 A	Training in Montréal	10,228.26	974.12	1,020.68
16/01 A	Radouane Largo (50% de 1086)	543.00	51.71	54.19
22/01 A	Radpouane Largo (50% de 7676)	3,838.00	365.52	383.00
10/1 A	Radouane Largo (50% de 13000)	6,500.00	562.10	1,202.89
10/1 A	English Training - sub-contract	65,000.00	6,190.48	6,486.38
23/01 A	Coffee breack Idrissi Training	247.00	23.52	24.65
9/1 A	Sub-contractTransparence Informatique	140,000.00	12,106.78	12,685.48
29/01 A	Fees El Mokdad Idrissi (formation de formateurs)	10,500.00	891.21	1,907.19
16/01 A	Expenses El Mokdad Idrissi (formation formateurs)	3,204.00	305.14	319.73
29/01 A	Transport El Mokdad idrissi (Formation formateurs)	2,815.00	268.10	280.91
28/01 A	Training material (Training on offering services))	548.00	52.19	54.69
28/01 A	Sub-contract La Formation (50%)	51,500.00	3,136.04	3,285.94
25/01 A	Local transportation	986.06	93.91	98.40
7/10 A	Malenfant 3 days@483.44	15,228.36	1,450.32	3,103.68
20/02 A	Largo 50% de 17 000	8,500.00	809.52	1,732.38
20/02 A	Largo 50% de 5052.00	2,526.00	240.57	252.07
28/01 A	Training on offering services	651.00	62.00	64.96
28/01 A	Sub-contract La Formation (50% de 103,000)	51,500.00	4,371.19	4,580.13
26/02 A	Air fare Le Quillec (Fertigation 1)	16,813.00	1,601.24	1,677.78
26/02 A	Per Diem Le Quillec	1,488.00	141.71	148.49
5/3 A	Said Hafid (scanner/PDF for web site APEFEL - GRIT)	5,000.00	427.57	915.00
8/3 A	Kamal Jabara - expenses site web- consultant	1,112.00	105.90	110.97
8/3 A	Kamal Jbara - expenses site web (selection committe	2,199.50	209.48	219.49
15/03 A	Kamal Jbara - fees (2 web sites + database)	63,670.99	5,950.56	12,734.20
1/3 A	Sub-contract Transparence Informatique	140,000.00	11,971.84	12,544.09
1/4 A	Said Hafid (scanner/PDF)	5,000.00	434.78	930.43
16/04 A	Le Quillec - hôtel	960.00	91.43	95.80
23/04 A	Tesssier - per diem 5 days - Sympoisum to work at AI	3,047.50	348.48	365.14
16/04 A	El Yousfi - assistance	4,800.00	417.39	437.34
17/04 A	PackWindows Server	12,800.00	1,219.05	1,277.32
23/04 A	Datashow	35,050.00	5,273.91	5,526.00
16/04 A	English Training - sub-contract	35,700.00	3,104.35	3,252.74
21/04 A	Tessier - fees	31,500.00	3,000.00	6,420.00
30/04 A	Tessier - transport	15,535.80	1,479.60	1,550.32
19/04 A	Insurance Tesssier	113.93	10.85	11.37
30/04 A	Said Hafid (scanner/PDF)	5,000.00	439.37	940.25
15/04 A	Badraoui (Fertigation 2)	6,000.00	527.24	1,128.29
15/05 A	A Houssa (Fertigation 2)	6,000.00	527.24	1,128.29

2/5 A	5 speakers symposium - air fare	8,130.00	774.29	811.30
9/5 A	Air fareBadraoui et A Houssa	3,926.00	373.90	391.78
26/04 A	Per Diem 5 speakers symposium	3,250.00	309.52	324.32
29/04 A	Hotel Tessier 5 days	3,170.00	301.90	316.34
29/04 A	Simultaneous Interpretation - symposium	48,200.00	4,235.50	4,437.96
14/05 A	Service El Yousfi	3,850.00	338.31	354.48
26/04 A	Promotional Tools	18,870.00	1,658.17	1,737.43
30/05 A	Airport tax Tessier	100.80	9.60	10.06
30/05 A	Taxis Tessier	342.83	32.65	34.21
30/05 A	Taxis Tessier	1,195.74	113.88	119.32
28/05 A	El Yousfi - assistance	2,800.00	266.67	279.41
11/6 A	El Yousfi - assistance	3,500.00	333.33	349.27
27/06 A	A Britel - fees (Workshop on trade)	4,237.50	403.57	863.64
27/06 A	Akesbi -fees (Workshop on trade)	6,780.00	645.71	1,381.83
27/07 A	Transport Britel	1,957.00	186.38	195.29
27/06 A	Transport Akesbi	1,957.00	186.38	195.29
10/7 A	English Training - sub-contract	26,520.00	2,525.71	2,646.44
5/7 A	Small Tv portable for training on site	5,850.00	557.14	583.77
22/07 A	Adobe Acrobat Reader	3,710.00	353.33	370.22
23/08 A	Said Hafid (scanner/PDF)	5,000.00	476.19	1,019.05
7/8 A	El Yousfi - assistance	5,600.00	533.33	558.83
16/08 A	El Yousfi - assistance	3,850.00	366.67	384.19
29/07 A	LNET - Sub-contract	81,240.00	7,737.14	8,106.98
1/8 A	Impact Sud	23,356.00	2,224.38	2,330.71
9/23 A	ADOBE Photoshop	7,500.00	714.29	748.43
9/26 A	El Yousffi	1,175.00	111.90	117.25
9/27 A	Omar Anbare - Indicators of performance	29,400.00	2,800.00	5,992.00
9/30 A	LNET (sub-contract web site)	189,560.00	18,053.33	18,916.28
9/30 A	LNET (sub-contract web site)	43,500.00	4,142.86	4,340.89
		2,222,787.63	215,609.53	272,669.34
30/04 F	Air ticket Gobeil	17,875.00	1,625.00	1,702.68
14/05 F	Meeting Facilities Hôtel Amadil	4,660.00	423.64	443.89
20/05 F	Gobeil 10 days @ 483.44	50,761.20	4,834.40	10,345.62
6/5 F	Gobeil 2 days @ 483.44	10,152.24	966.88	2,069.12
3/6 F	Gobeil 5 days @ 483.44	25,380.60	2,417.20	5,172.81
31/05 F	Per Diem Gobeil	10,734.57	1,022.34	1,071.21
15/05 F	Insurance Gobeil	119.70	11.40	11.94
29/06 F	Gobeil airport tax	79.10	7.00	7.33
29/06 F	Gobeil	284.76	25.20	26.40
30/06 F	Bank charge (Advance Gobeil)	21.70	1.92	2.01
20/06 F	Communication Gobeil	1,074.29	95.07	99.61
20/06 F	Gobeil - expendables	337.31	29.85	31.28
29/06 F	Medical Gobeil	595.28	52.68	55.20
17/06 F	Gobeil 3 days @ 483.44	15,228.36	1,450.32	3,103.68
31/07 F	Photocopy Gobeil Report	630.00	60.00	88.68
19/09 F	Photocopy Gobeil Report	624.00	59.43	87.84
31/08 F	Lose on exchange rate	897.23	85.45	126.30
10/1 F	English Training	24,760.00	2,358.10	2,470.81
9/1 F	Computer equipment	128,350.00	11,436.58	11,983.25
		292,565.33	26,962.45	38,899.66

	Advance Focus Group GRIT - Idrissi - Per Diem and			
8/4 G	air fare	5,050.00	446.90	468.26
8/4 G	Macgregor 4 days	21,271.36	1,933.76	4,138.25
22/04 G	Macgregor 8 days	42,542.72	3,867.52	8,276.49
30/04 G	Insurance MacGregor	110.00	10.00	10.48
5/5 G	Fees El Mokdad Idrissi (5 days - focus group)	17,500.00	1,590.91	3,404.55
5/5 G	Fees Daif - Group Focus	26,000.00	2,363.64	5,058.18
5/5 G	Transport Daif - Group Focus GRIT	1,287.00	117.00	122.59
5/5 G	Taxis - Daif Group Focus Grit	750.00	68.18	71.44
5/5 G	Transport Idrissi Group Focus	1,287.00	117.00	122.59
5/5 G	Taxis Idrissi Group Focus Grit	700.00	63.64	66.68
5/5 G	Hôtel Daif	1,140.00	103.64	108.59
5/5 G	Per Diem Daif Group Focus Grit	1,260.00	114.55	120.02
5/5 G	Hôtel Idrissi Group Focus GRIT	1,140.00	103.64	108.59
5/5 G	Per Diem Idrissi Group Focus	1,260.00	114.55	120.02
21/5 G	Photocopy report FOCS/MacGregor	4,056.00	368.73	386.35
14/09 G	Translation Exit Survey Questionnaire in German	2,000.00	190.48	281.52
14/09 G	Translation Exit Survey Questionnaire in Italian	1,000.00	95.24	140.76
25/09 G	Computer equipment	295,980.00	26,146.64	38,644.73
31/08 G	Photocopies	560.07	53.34	78.84
11/5 G	Courrier	90.00	8.57	8.98
11/5 G	Frais rencontre	13.00	1.24	1.30
16/11 G	Computer equipment	78,210.00	7,448.57	7,804.61
16/11 G	Computer equipment	13,214.00	1,258.48	1,318.63
13/12 G	Second translation into German	2,000.00	190.48	199.58
14/12 G	Second translation into Italian	800.00	76.19	79.83
11/12 G	Sub-contract La Formation (50%)	22,000.00	2,095.24	2,195.39
16/01 G	Radouane Largo (50% de 1086)	543.00	51.71	54.19
22/01 G	Radouane Largo (50% de 1086)	3,838.00	365.52	383.00
10/1 G	Radouane Largo (50% de 13000)	6,500.00	562.10	1,202.89
14/01 G	Exit Survey Questionnaire - copy	10,021.00	954.38	1,000.00
9/1 G	Sub-contract B-Marketing	118,000.00	10,204.28	10,692.04
28/01 G	Sub-contract La Formation (50%)	51,500.00	3,136.04	3,285.94
7/10 G	MacGregor 1 day @ 483.44	5,076.12	483.44	1,034.56
25/01 G	Exit Survey Questionnaire - copy	18,198.39	1,733.18	1,816.03
15/02 G	Hassan Aboutayeb (TO data-base) consulatnt	15,000.00	1,273.16	2,724.56
20/02 G	Largo 50% de 17 000	8,500.00	809.52	1,732.38
20/02 G	Largo 50% de 5052.00	2,526.00	240.57	252.07
28/01 G	Sub-contract La Formation (50% de 103,000)	51,500.00	4,371.19	4,580.13
28/02 G	Computer training M. Ghissassi	3,300.00	314.29	329.31
1/2 G	Sub contractor B Marketing Exit Survey	118,000.00	10,015.55	10,494.29
9/9 G	MacGregor 24 days@483.44	121,821.00	11,602.00	24,829.48
8/3 G	Hassan Aboutayeb (TO) -	36,937.95	3,158.68	6,759.58
8/3 G	Kamal Jbara (appel d'offre / support informatique)	16,845.00	1,440.47	3,082.61
8/3 G	Kamal Jbara (appel d'offre / support informatique)	13,476.00	1,152.37	2,466.07
20/03 G	Translation text E-Marketing	646.50	55.28	57.92
8/3 G	El Yousfi - assistance	16,450.00	1,406.69	1,473.93
28/02 G	Computer Training Ghissassi	3,300.00	282.19	295.68
26/03 G	Photocopie questionnaires Exit Survey	7,167.20	682.59	715.22
17/04 G	Photocopies Meeting at Wilaya in April	5,228.00	497.90	521.70

17/04 G	Pause café Wilaya meeting	9,690.00	842.61	882.89
17/04 G	PackWindows Server	12,800.00	1,219.05	1,277.32
17/04 G	Exit Survey 3rd payment	118,000.00	10,260.87	10,751.34
10/4 G	Insurance MacGregor	161.70	15.40	16.14
9/5 G	Visit to Canadian Consul Rabat - Visa Summit	13,778.00	1,312.19	1,374.91
9/5 G	Per Diem visas Rabat - Summit	900.00	85.71	89.81
26/04 G	Service El Yousfi	5,700.00	500.87	524.81
13/05 G	Photocopies	585.00	51.41	53.87
9/5 G	Visas for Summit	3,300.00	289.98	303.84
14/05 G	Per Diem Summit (advance)	19,618.20	1,723.89	1,806.29
26/04 G	ARGAZE -sub-contract web site	120,000.00	10,544.82	11,048.86
19/05 G	Amanda H. Jefferson (Washington -Summit)	7,896.00	752.00	752.00
25/05 G	Hôtel + registration to Summit	49,686.00	4,732.00	4,958.19
25/05 G	Local visits - Summit	11,277.00	1,074.00	1,125.34
28/05 G	Said Hafid (scanner/PDF)	5,000.00	442.48	946.91
28/05 G	El Yousfi - assistance	1,050.00	100.00	104.78
24/06 G	El Yousfi - assistance	5,600.00	533.33	558.83
24/06 G	El Yousfi - assistance	1,400.00	133.33	139.71
24/06 G	El Yousfi - assistance	5,250.00	500.00	523.90
24/06 G	El Yousfi - assistance	3,500.00	333.33	349.27
24/06 G	El Yousfi - assistance	1,050.00	100.00	104.78
28/05 G	Photocopie	10.00	0.95	1.00
29/05 G	Computer training Ghissassi	4,500.00	398.23	417.27
28/05 G	Norton Anti Virus	7,380.00	653.10	684.32
30/05 G	B-Marketing Exit Survey	118,000.00	10,442.48	10,941.63
7/6 G	ARGAZE - Web site	215,000.00	19,026.55	19,936.02
7/6 G	Summit	22,440.18	2,137.16	2,239.32
7/6 G	Communication Summit(interurbains Qué)	290.96	27.71	29.03
25/06 G	Photocopie	9.24	0.88	0.92
10/6 G	Per Diem Summit	72,345.00	6,890.00	7,219.34
17/07 G	Photocopies	4,337.00	413.05	432.79
26/06 G	Fax	11,400.00	1,085.71	1,137.61
5/7 G	Photocopier	52,420.00	4,992.38	5,231.02
1/7 G	Card for router	7,000.00	666.67	698.53
22/07 G	Backup unit DAT24 Go	9,760.00	929.52	973.96
22/07 G	Adobe Acrobat Reader	3,710.00	353.33	370.22
23/08 G	Said Hafid (scanner/PDF)	5,000.00	476.19	1,019.05
28/07 G	El Yousfi - assistance	5,250.00	500.00	523.90
13/08 G	Photocopies	974.00	92.76	97.20
1/8 G	Impact Sud Sub-contractor	23,356.00	2,224.38	2,330.71
8/6 G	Exit Survey B-Marketing	123,000.00	11,714.29	12,274.23
8/30 G	Ait Nacer - Database Hotel	3,500.00	333.33	713.33
8/30 G	Abdou Nasser - Database Hotel	3,500.00	333.33	713.33
9/4 G	Hosting Web site Wanadoo - 1 year	36,595.00	3,485.24	3,651.83
9/9 G	SQL Server for web site	19,340.00	1,841.90	1,929.95
9/9 G	El Yousffi	6,650.00	633.33	663.61
9/12 G	Argaze - sub-contractor	55,000.00	5,238.10	5,488.48
9/23 G	ADOBE Photoshop	7,500.00	714.29	748.43
9/23 G	Transfer name of domain to wanadoo	3,700.00	352.38	369.22
23/9 G	MEDIA5 (text web iste)	110,000.00	10,476.19	10,976.95
9/26 G	El Yousffi	1,175.00	111.90	117.25

9/27 G	IMPACT SUD - Computer training	6,500.00	619.05	648.64
9/27 G	IMPACT SUD - Computer training	6,500.00	619.05	648.64
9/27 G	Omar Anbare - Performance Indicator	29,400.00	2,800.00	5,992.00
9/30 G	LAFORMATION (room to reception web site)	3,000.00	285.71	299.37
		<u>2,550,379.59</u>	<u>230,157.65</u>	<u>290,333.72</u>